

FRANCHISE DISCLOSURE DOCUMENT



Jack & Joe's Franchising, Inc.
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We offer franchises for the operation of a Squeegee Squad Business, which markets and sells window cleaning services and other services, such as snow removal, chandelier cleaning, pressure washing, gutter cleaning, soft washing, chemical cleaning, exterior restoration, caulking, ice dam removal, roof shoveling, holiday lighting, scratched glass consultation, painting, anchor certification, and other services we designated to residential and commercial customers, under the "SQUEEGEE SQUAD®" service mark. You do not need any specific prior experience to operate a Squeegee Squad franchise.

The total investment necessary to begin operations of a Squeegee Squad franchise ranges from \$69,525 to \$263,550. This amount includes \$57,000 to \$161,000, which must be paid to franchisor or its affiliates.

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 governmental agency has verified the information contained in this 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 Jack Ruegsegger at jack@squeegeesquad.com, Joe Ruegsegger at joe@squeegeesquad.com, Joe Antonello joea@squeegeesquad.com, or contact the addresses and/or phone numbers listed above.

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 document to an advisor, like a lawyer or an 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's 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, D.C. 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 20, 2026

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 G.
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 F 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 Squeegee Squad 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 Squeegee Squad franchisee?	Item 20 or Exhibit G 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 H.

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 Minnesota. 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 Minnesota than in your own state.
2. **Spousal Liability.** Your spouse must sign a document that makes your spouse liable for all financial obligations under the franchise agreement even though your spouse has no ownership interest in the franchise. This guarantee will place both your and your spouse's marital and personal assets, perhaps including your house, at risk if your franchise fails.
3. **Sales Performance Required.** You must maintain minimum sales performance levels. Your inability to maintain these levels may result in loss of any territorial rights you are granted, termination of your franchise, and loss of your investment.
4. **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.

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, THE PROVISIONS ARE VOID AND CANNOT BE ENFORCED AGAINST YOU.

Each of the following provisions is void and unenforceable if contained in any documents relating to a franchise:

- (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 in this act. 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 section does not require a renewal provision.
- (f) A provision requiring that arbitration or litigation be conducted outside this state. 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.

**THE MICHIGAN NOTICE APPLIES ONLY TO FRANCHISEES WHO ARE
RESIDENTS OF MICHIGAN OR LOCATE THEIR FRANCHISES IN MICHIGAN.**

(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 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).

(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 does not constitute approval, recommendation, or endorsement by the attorney general.

Any questions regarding this notice should be directed to the Department of Attorney General, State of Michigan, 670 Williams Building, Lansing, Michigan 48913, telephone (517) 373-7117.

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SQUEEGEE SQUAD®

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EXHIBITS

- Exhibit A. Franchise Agreement (Including Exhibits)
- Exhibit B. Software License Agreement
- Exhibit C. Agreements to be Signed by Franchisee, its Manager and/or Employees
- Exhibit D. State Addenda
- Exhibit E. Operations Manual Table of Contents
- Exhibit F. Financial Statements
- Exhibit G. List of Franchised Outlets and Franchisees Who Have Left the System
- Exhibit H. State Agencies and Agents for Service of Process
- Exhibit I. Subcontracting Agreement
- Exhibit J. State Effective Dates
- Exhibit K. Receipts

ITEM 1. THE FRANCHISOR, AND ANY PARENTS, PREDECESSORS, AND AFFILIATES

The Franchisor, Predecessor and Affiliates

Jack & Joe's Franchising, Inc., the franchisor, is referred to in this disclosure document as "we," "us" or "JJFI." "You" means the person or entity that buys a franchise. If the franchisee is a corporation, partnership or other entity, "you" also may mean its owners.

We are a Minnesota corporation with principal business offices at 30 Water St. W., St. Paul, Minnesota 55107. We were organized under the laws of the State of Minnesota on February 4, 2005, and do business under the mark "SQUEEGEE SQUAD" and our company name, Jack & Joe's Franchising, Inc. We began offering franchises in June of 2005. As of the date of this disclosure document, our business is limited to franchising the Squeegee Squad Business System. Our agents for service of process are disclosed in Exhibit H to this disclosure document.

Our affiliate, Jack & Joe's Management Company, Inc. ("JJMC") is a Minnesota corporation organized on December 26, 2023, with principal business offices at 30 Water St. W., St. Paul, Minnesota 55107. JJMC owns the Marks and licenses the Marks to us for use in the Squeegee Squad Business. We contract with JJMC to provide certain administrative services. JJMC has never offered franchises in any line of business.

Our affiliate, Jack & Joe's Window Cleaning, Inc. ("JJWC") is a Minnesota corporation organized on September 6, 2001, with principal business offices at 8427 172nd Ave NE, Columbus, MN 55025. Until February 2011, JJWC owned and operated a Squeegee Squad Business similar to the franchise offered in the Twin Cities area of Minnesota. JJWC's window cleaning business was sold to a Squeegee Squad Franchisee in February 2011. JJWC has also operated Squeegee Squad Businesses similar to the franchise offered in Southern Minnesota, Florida and Kentucky. As of the date of this disclosure document, all of the Businesses previously owned and operated by JJWC have been sold to franchisees, and neither we nor JJWC currently operate any Squeegee Squad Businesses similar to the franchise being offered. JJWC does provide some of the services offered by Squeegee Squad Businesses in markets all over the United States where there is no Squeegee Squad franchisee in that market. JJWC has never offered franchises in any line of business.

Another affiliate is Joe's Window Cleaning, Inc. a Minnesota limited liability company organized on January 4, 2006, with principal business offices at 30 Water St. W., St. Paul, Minnesota 55107. Joe's Window Cleaning, Inc. is owned by our Co-President, Co-Treasurer and Co-CFO and owner, Joe Antonello. Joe's Window Cleaning, Inc. has operated a Squeegee Squad Business similar to the franchise being offered since January 2006 and has never offered franchises in any line of business.

Another affiliate is Harry Falk Company ("Harry Falk"). Harry Falk supplies certain products, supplies and equipment to Squeegee Squad Businesses. Harry Falk is a Minnesota corporation formed on April 2, 1989, with a principal business address of 1550 91st Ave NE, #106, Blaine, Minnesota 55449. Harry Falk has never operated a business similar to the franchise being offered and has never offered franchises in any line of business.

Another affiliate is Squadbooks, Inc. ("Squadbooks"). Squadbooks provides certain accounting and bookkeeping services to Squeegee Squad Businesses, and businesses unaffiliated with Squeegee Squad. Squadbooks is a Minnesota corporation formed on April 2, 2026, with a principal business address of 5580 104th Ave. N, Loretto, MN 55357. Squadbooks has never operated a business similar to the franchise being offered and has never offered franchises in any line of business.

Finally, our affiliate Squadware, LLC (“Squadware”), provides software to service businesses generally, including licensing our proprietary Squadware™ software directly to Squeegee Squad Businesses. Squadware is a Minnesota limited liability company organized on March 4, 2020, with principal business offices at 30 Water St. W., St. Paul, Minnesota 55107. Squadware has never operated a business similar to the franchise being offered and has never offered franchises in any line of business.

We have no other affiliates, and we have no predecessors. We have not offered franchises in any other line of business, although we or our affiliates may do so in the future.

The Franchise Offered

A Squeegee Squad franchised business (a “Business”) provides residential and commercial window cleaning services and other services that we authorize, such as snow removal, chandelier cleaning, pressure washing, gutter cleaning, soft washing, chemical cleaning, exterior restoration, caulking, ice dam removal, roof shoveling, holiday lighting, scratched glass consultation, painting, and anchor certification and inspection, all under the “SQUEEGEE SQUAD®” service mark and other marks identified in Item 13 (the “Marks”), according to the uniformity requirements, quality standards, procedures, specifications and instructions that we maintain (the “Business System”). The Squeegee Squad Business System is designed to meet the demand for reliable and dependable residential and commercial window cleaning services to both the general public and the business community. Squeegee Squad Businesses have a Territory with a population of up to 300,000 people. We may, at our option, grant you a larger Territory (up to 1,000,000 in population, or more), for an Additional Territory Fee, which is calculated by multiplying the number of persons in your Territory over 300,000 by a variable multiplier. For 2026, the variable multiplier is 16.6 cents (\$0.166), 15 cents (\$0.15), or 13.3 cents (\$0.133) per person depending upon the number of Territories you are purchasing (See Item 5 for more information). Franchisees will sign the Franchise Agreement (attached as Exhibit A to this disclosure document). Franchisees are not required to rent space for their Business and may operate as a home-based business. Provided that a Franchisee satisfactorily completes the required training and any other requirements that we set forth, Franchisees may offer (i) high-rise window cleaning services, which we define as window cleaning for a building of 4 or more stories in height or which requires a swing stage or scaffolding equipment (“High-Rise Services”) and (ii) rooftop anchor inspection and certification services (“Rooftop Anchor Inspection and Certification Services”). We or an affiliate may offer and grant a separate franchise offering for High-Rise Services or perform High-Rise Services under the mark Squeegee Squad outside your Territory. And if you opt to not offer High-Rise Services within your Territory, we or an affiliate may offer High-Rise Services within your Territory. We or an affiliate may offer and grant a separate franchise offering for Rooftop Anchor Inspection and Certification Services or perform Rooftop Anchor Inspection and Certification Services under the mark Squeegee Squad, outside your Territory. And if you opt to not offer Rooftop Anchor Inspection and Certification Services within your Territory, we or an affiliate may offer Rooftop Anchor Inspection and Certification Services within your Territory.

Competitors, Governmental Regulations, Seasonality

The market for window cleaning and household services is well-developed and mature. The primary businesses that Squeegee Squad Businesses will compete with are window-cleaning businesses and other businesses offering window cleaning and other household services, including local, regional and national providers of window-cleaning and/or general cleaning services, national franchise systems and other regional or local chains. There are specific laws and regulations covering some of the services you will be offering. For instance, the Occupational Safety and Health Administration (OSHA) has promulgated regulations regarding certain types of window cleaning equipment. Some states and municipalities have enacted similar or additional rules regarding window cleaning and contractor safety,

practices and equipment. You should investigate these laws before you buy a franchise so that you understand your legal obligations.

Sales of window cleaning services are seasonal in northern climates, with sales slowing during cold winter months.

ITEM 2. BUSINESS EXPERIENCE

Joe Ruegsegger: Co-CEO

Joe Ruegsegger co-founded JJFI and has been Co-CEO since April 2023. Prior to that, Joe was our Co-President, Co-Treasurer and Co-CFO from January 2015 to April 2023, and our President from February of 2005 until January 2015. Joe is also the President of our affiliate JJL, the CFO and Secretary of our affiliate JJMC, the Co-Founder of our affiliate Squadbooks, and the President of Jack & Joe's Janitorial located in Maple Grove, Minnesota, a role he has held since January 2007.

Jack Ruegsegger Co-CEO:

Jack Ruegsegger co-founded JJFI and has been Co-CEO since April 2023. Prior to that, Jack was our Co-President, Co-Treasurer and Co-CFO from January 2015 to April 2023, and our Vice President of Operations from February of 2005 until January 2015. Jack is also the President of our affiliate JJWC and Co-Founder of JJMC, a role he has held since its founding in December 2023.

Joe Antonello: President

Joe Antonello has been our President since April 2023. Prior to that, Joe was Co-President, Co-Treasurer and Co-CFO when he joined JJFI in October 2021 through April 2023. Joe also has owned and operated a Squeegee Squad Business in St. Paul, Minnesota since January 2006. Joe is also the Co-Founder of our affiliate JJMC, a role he has held since its founding in December 2023.

ITEM 3. LITIGATION

Pending and Concluded Actions

None.

Litigation Against Franchisees in Prior Fiscal Year

Jack & Joe's Franchising, Inc., et al. v. EB Window Cleaning LLC, Eric Bernardin, No. 0:25-cv-02776-KMM-SGE, United States District Court, District of Minnesota. We sued a former franchisee for his violation of the franchise agreement's post-term non-compete obligations, trademark infringement and unfair competition, and business defamation. In response, the former franchisee moved to compel arbitration. On December 10, 2025, the federal district court entered a Clerk's Entry of Default against Defendant EB Window Cleaning LLC for failure to answer or otherwise respond. On March 27, 2026, the court preliminarily enjoined the former franchisee from, among other things, acting in violation of his non-compete obligations and denied defendant Eric Bernardin's Motion to Compel Arbitration. On April 1, 2026, Defendant Eric Bernardin individually asserted counterclaims for breach of contract, wrongful termination, interference with business relationships, and unjust enrichment. On April 22, 2026, we filed a motion to dismiss Defendant Bernardin's counterclaims.

ITEM 4. BANKRUPTCY

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

ITEM 5. INITIAL FEES

Upon signing the Franchise Agreement, you must pay to us an Initial Franchise Fee of \$50,000 for a Territory with a population of up to 300,000 people. If you are approved by us for a Territory with a population greater than 300,000, you must pay an additional fee (the “Additional Territory Fee”), which is calculated by multiplying the number of persons in your Territory over 300,000 by a variable multiplier. For 2026, the variable multiplier is 16.6 cents (\$0.166). For example, if you are approved for a Territory of 400,000 in population, your total initial franchise fees will equal \$66,000, as follows:

Initial Franchise Fee	\$50,000
Additional Territory Fee (add'l 100,000 x \$0.166)	<u>\$16,600</u>
TOTAL	\$66,600

We reserve the right to negotiate a lower Initial Franchise Fee for smaller Territories.

If you approved by us to purchase more than one Territory from us at the same time (for which you are signing separate Franchise Agreements for each Territory), the Initial Franchise Fee and, if applicable, the Additional Territory Fee that you must pay under each Franchise Agreement will be as follows:

Number of Territories	Initial Franchise Fee Per Respective Territory	Additional Territory Fee
1st	\$50,000	\$0.166
2nd	\$45,000	\$0.15
3rd	\$40,000	\$0.133
Each Additional Territory	\$40,000	\$0.133

For example, if you are approved to purchase two territories from us at the same time, and the first Territory has a population of 300,000, and the second Territory has a population of 400,000, your total initial franchise fees will equal \$110,000, as follows:

Initial Franchise Fees (for 1 st and 2 nd Territories)	\$95,000
Additional Territory Fee (add'l 100,000 x \$0.15)	<u>\$15,000</u>
TOTAL	\$110,000

Based on the size and number of Territories generally granted, the typical Initial Franchise Fee ranges from \$50,000 to \$140,000.

During our 2025 fiscal year, franchisees paid our Initial Franchise Fees and Additional Territory Fees ranging from \$49,000 to \$149,030.

We will determine the population of the Territory by the most current information available from the U.S. Census Bureau or its successor at the time of execution of the Franchise Agreement. If your Franchise Agreement is terminated because you have been rejected as a franchise owner by JJFI, JJFI will refund your Initial Franchise Fee after deducting all reasonable administrative and out-of-pocket expenses incurred by JJFI. These expenses will include JJFI's executives' and employees' salaries, training costs,

salespersons' commissions, attorneys' fees, accountants' fees, travel expenses and long-distance telephone call costs. The Initial Franchise Fee is otherwise nonrefundable. You will not be charged an amount for these expenses which exceeds the amount of the Initial Franchise Fee. (Franchise Agreement, Articles 5.1, 5.2.)

You also must pay us a non-refundable \$5,000 training fee when you sign the Franchise Agreement for the initial training program.

You must purchase the initial supply of window cleaning equipment and inventory from Harry Falk. The cost of such equipment and inventory ranges from \$1,000 to \$15,000 and is not refundable.

Franchisees must sign a software license agreement for each Squeegee Squad Business opened and pay the applicable initial software license fee ("Initial Software License Fee"). As of the issuance date of this disclosure document, Franchisees must pay Squadware an Initial Software License Fee of \$1,000 per Business opened to license our proprietary Squadware™ software. The Initial Software License Fee is nonrefundable unless you or the Franchise Agreement is rejected as described above. The Initial Software License Fee is charged on a per Business basis.

ITEM 6. OTHER FEES

Type of Fee ⁽¹⁾	Amount	Date Due	Remarks
Continuing Fees ⁽²⁾	8% of Gross Revenues for Businesses with annual Gross Revenues of \$0 to \$100,000 (Tier 6); 7% of Gross Revenues for Businesses with annual Gross Revenues of \$101,000 to \$250,000 (Tier 5); 6% of Gross Revenues for Businesses with annual Gross Revenues of \$250,001 to \$500,000 (Tier 4); 5% of Gross Revenues for Businesses with annual Gross Revenues of \$500,001 and to \$1,000,000 (Tier 3); 4.5% of Gross Revenues for Businesses with annual Gross Revenues of \$1,000,000 to \$2,000,000 (Tier 2); and 4% of Gross Revenues for Businesses with annual Gross Revenues of \$2,000,001 and greater (Tier 1) ⁽³⁾ We also reserve the right to charge an additional 2% of Gross Revenues	Electronic bank transfer on Friday of each week for the preceding week	Each calendar year, the Continuing Fee percentage will begin at the lowest tier level achieved during the previous calendar year and will not be raised to a higher tier unless your annual Gross Revenues drop. In addition, if you fail to timely submit Gross Revenue reports to us, we have the right to estimate Gross Revenue and deduct Continuing Fees based on such estimates. See Note (5) below.

Type of Fee ⁽¹⁾	Amount	Date Due	Remarks
	for work performed outside of your Territory.		
Weekly Advertising Fees	Currently 1.0% of Gross Revenues, but can charge up to 2.0% of Gross Revenues	Electronic bank transfer on Friday of each week for the preceding week	See Item 11 for more information on Weekly Advertising Fees.
Inbound Call Center Fees	Up to 5% of your Gross Revenues (Currently \$0)	Electronic bank transfer on Friday of each week for the preceding week	We currently use a call center for marketing and lead purposes, which is free for you to participate in. In the future, we may establish an inbound call center. You are not required to participate, but if you choose to participate, you must pay up to 5% of your Gross Revenues.
Local Advertising Expenditures	5% of Gross Revenues	Each month during the term	See Note (4) below.
Grand Opening Advertising	Minimum of \$6,000 for each Squeegee Squad Business you own	Before you open your Squeegee Squad Business	Expenditures do not apply toward your 5% local advertising requirement. You must spend a minimum of \$6,000 for Grand Opening Advertising.
Software License Fees	Currently, \$150 per month for each Squeegee Squad Business you own.	Monthly invoices sent via email at the beginning of the month; payment is due within 10 days of receipt of invoice from us	Paid to Squadware See Items 5 and 11 for more information on software license fees. JJFI reserves the right to charge up to \$3,500 per year total.
Accounting/Bookkeeping Fees	Currently, between \$300 to \$800 per month, depending on the services provided	Monthly invoices sent via email at the beginning of the month; payment is due within 10 days of receipt of invoice from us	Paid to Squadbooks. Squadbooks reserves the right to increase these fees annually; however, the high-end of the charged fees will not increase more than 50% per year.
Email Account Fees	Currently \$0 We reserve the right to charge up to \$200 per email account per year that you request in the squeegeesquad.com domain, in excess of one	Within 10 days of receipt of invoice from us	Under the franchise agreement, you must maintain at least 1 email account for your Business within the squeegeesquad.com domain, which we will provide to you at no cost.
Website Fees	\$0 We reserve the right to charge up to \$150 per hour for large projects that go beyond standard customization.	On demand	We do not have an obligation to customize your Business's page on the squeegeesquad.com website; however, if you request that we customize your page and we agree, we reserve the right to charge you on an hourly basis for our time

Type of Fee ⁽¹⁾	Amount	Date Due	Remarks
			spent performing these services.
Reimbursement of Audit Costs	Dependent upon the costs incurred by us in conducting an audit	Within 10 days of receipt of an invoice indicating the amount owed	Audit costs must be reimbursed if (i) you failed to timely submit any financial statements or failed to submit the statements in the form that we required, (ii) an audit shows that you understated your Gross Revenues by more than 3%, or (iii) you underpaid Continuing Fees or Weekly Advertising Fees by more than \$500 in any 12-month period.
Transfer Fee	\$12,000 plus \$5,000 training fee and any broker fees JJFI incurs.	Before transfer	The transfer fee will not be due on a transfer to an Immediate Family Member, but the Immediate Family Member must pay the then-current training fee if that person has not already completed our training program. Training fee will be waived if transferred to an existing franchisee.
Additional Territory Fee	\$0.166 per person in the Territory in excess of 300,000 people	As you acquire Additional Territory, if any	We may, at our option, grant you additional area contiguous to your existing Territory, under terms and conditions that you and we agree upon.
Additional Training	\$0 to \$1,500, or the then-current training tuition	As required	In addition to the training fee, you are responsible for any and all other expenses incurred in connection with ongoing training including, without limitation, the costs of transportation, lodging, meals, and wages for you or your employees, etc.
Consultation Services Fee	Up to \$500 per person per hour	On demand	You must pay us this fee if, in response to your request, we provide onsite consultation services. You must also pay the costs of transportation, lodging, and meals, for the people that provide the consultation services to you.
Annual Convention Fee	Up to \$1,200	Before annual convention starts, if applicable	We have the right to hold a franchisee convention on an annual basis and charge you a registration fee, whether or not you attend.
Gross Revenue Default Fees	7% of the difference between your Gross Revenue Requirement and your actual Gross Revenues	On demand	See Note (5) below.

Type of Fee ⁽¹⁾	Amount	Date Due	Remarks
Interest Charges	18% per annum simple interest or the maximum legal rate allowable in the state in which your Business is located, whichever is less	On demand	Applies to past due payments of Continuing Fees, Weekly Advertising Fees, or other payments due to us.
Service Charge	\$100 per returned check, failed EFT, or other failure of payment	On demand	Applies to past due payments of Continuing Fees, Weekly Advertising Fees, or other payments due to us.
Late Report Fee	Up to \$50 per occurrence each time you submit a report of Gross Revenues after the due date.	On demand	Applies to required weekly Gross Revenue reports.
Alternative supplier review fee	Up to \$150 per hour of JJFI's time	On demand	If you desire to purchase goods or services from suppliers other than suppliers we have approved, we may charge you an hourly fee for our review and testing of the alternative supplies or supplier.
Renewal Fee	\$1,500	Upon the exercise of your option to reacquire the franchise at the end of the term	
Non-Compliance Fee	Currently, up to \$500 per violation, plus \$500 for each week that the default or event of non-compliance remains uncured	When incurred	In addition to other rights we have under the Franchise Agreement, if you fail to comply on a timely basis with certain obligations, you may be charged a fee as described in the Operations Manuals. We may increase the Non-Compliance Fee annually; however, we will not increase the fee more than 25% per year.
Contract Services Fee	Dependent on the amount of work completed pursuant to the Subcontract Services Agreement.	As incurred	Paid to us or our affiliates. See Note (6) below
National Accounts Program	Then-current fee, depending upon the national account customer	As determined by us	As of the issuance date of this disclosure document, we have not established a national accounts program. If we establish a national accounts program, we may require you to pay us a percentage fee no greater than 8% of Gross Revenues for any national account customer serviced (in addition to the Royalty Fee). All fees related to the

Type of Fee ⁽¹⁾	Amount	Date Due	Remarks
			national accounts program are determined by us.

- (1) Unless otherwise noted, all fees are paid to us, are uniformly imposed, and are nonrefundable, except that the Initial Software License Fee will be refundable to the same extent as the Initial Franchise Fee is refundable in the event you or the Franchise Agreement is rejected by us and we may occasionally reduce or waive certain one-time fees.
- (2) We require you to pay these fees by direct bank transfer to our bank account.
- (3) The term “Gross Revenues” is defined in Article 1.10 of the Franchise Agreement. Gross Revenues will mean the total dollar income resulting from all sales made to customers or clients of your Squeegee Squad Business, and of any other business you or any entity owned or controlled by or under common control with you that offers any of the same or similar products or services as a Squeegee Squad Business, for all products and services including, without limitation, residential and commercial window cleaning services, whether made for cash or credit. “Gross Revenues” will not include any sales, use or gross receipts tax imposed by any federal, state, municipal or governmental authority directly upon sales, if: (A) the amount of the tax is added to the selling price and is expressly charged to the customer; (B) a specific record is made at the time of each sale of the amount of such tax; and (C) the amount of such tax is paid to the appropriate taxing authority. (See Exhibit A.)
- (4) You must spend at least 5% of your Gross Revenues each month on local advertising that we approve. You must provide us with quarterly reports of your local advertising expenditures. If we designate a local marketing cooperative, you must direct your local advertising expenditure to the cooperative program. Your payments to a local marketing cooperative will apply toward the 5% requirement. We have the right to require you to pay to us, by electronic bank transfer, up to 50% of this amount (1-1/2% (one and a half percent) of your Gross Revenues) for our use in conducting a digital marketing or local advertising campaign. If you fail to expend the required amount, we have the right to require you to pay 100% (5% of your Gross Revenues) to us for the digital marketing or local advertising campaign or for other advertising activities.
- (5) Under the Franchise Agreement, you are required to achieve certain minimum Gross Revenues amounts listed below (the “Gross Revenue Requirements”):

<u>Calculation Period</u>	<u>Gross Revenue Requirement</u>
1. Year 1	\$50,000
2. Year 2	\$100,000
3. Year 3	\$150,000
4. Year 4	\$200,000
5. Year 5	\$250,000

(The Years referenced in the above chart begin on January 1 of each calendar year following the date you begin operations.) If you do not meet the Gross Revenue Requirement in any given year, you will be required to pay to us a Gross Revenue Default Fee of 7% of the difference between your Gross Revenue Requirement and your actual Gross Revenue for that period. For example, if you have Gross Revenues of \$90,000 during your second full calendar year of operations, you will be required to pay a Gross Revenue Default Fee of \$700, as follows: \$100,000 (Gross Revenue Requirement for Year 2) – \$90,000 (Actual

Gross Revenues) = \$10,000; $\$10,000 * 7\% = \700 .

For Territories with a population base that is substantially smaller than our standard Territory size of approximately 300,000 people, we reserve the right to lower or eliminate the Gross Revenue Requirement.

If you fail to timely submit any Gross Revenue report, then we will have the right to automatically withdraw from your bank account via electronic funds transfer, or charge to a credit card that is linked to your Squeegee Squad Business, as a part of your Continuing Fee an amount equal to the greater of: (a) the weekly pro-rata share of the Gross Revenue Requirement multiplied by 7%; or (b) the average weekly Gross Revenues reported in the last 12 months multiplied by 7%.

Upon our subsequent receipt of your Gross Revenue report for that period, we reserve the right to withdraw from your account any difference between the amount that you would have paid us as a Continuing Fee for that week and the amount that we actually collected for that period.

(6) If you require assistance in completing certain contracted services for a customer, we or our affiliates may, at your request and in our sole discretion, provide you assistance in completing such services. If we or our affiliates agree to do so, you must sign the Subcontract Services Agreement (attached as Exhibit I), pursuant to which you will pay us or our affiliates a contracted services fee (the “Contract Services Fee”). The Contract Services Fee will be paid on a pro-rata basis and is dependent upon the scope of work completed by us or our affiliates (the “Subcontracted Services”). The Subcontracted Services will be set forth in a schedule that is attached to the Subcontract Services agreement.

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 ⁽¹⁾	\$50,000 to \$140,000	Lump sum	When you sign the Franchise Agreement	Us
Initial Training Fee	\$5,000	Lump sum	When you sign the Franchise Agreement	Us
Grand Opening Advertising ⁽²⁾	\$6,000 to \$25,000	Lump sum	Before you open your Business	Suppliers
Wages, Travel and Living Expenses During Training	\$500 to \$4,000	As incurred	During training	Airlines, Hotels & Restaurants
Vehicle Purchase Down Payment ⁽³⁾	\$0 to \$10,000	Lump sum	Before start	Supplier
Initial Software License Fee	\$1,000	Lump sum	Before start	Us and/or Squadware
Vehicle Equipment ⁽⁴⁾	\$0 to \$2,000	Lump sum	Before start	Supplier
Vehicle Signage	\$800 to \$4,000	Lump sum	Before start	Supplier

YOUR ESTIMATED INITIAL INVESTMENT				
Type of Expenditure	Amount	Method Of Payment	When Due	To Whom Payment Is To Be Made
Computer Equipment ⁽⁵⁾	\$0 to \$2,500	Lump sum	Before start	Suppliers
Insurance	\$1,000 to \$10,000	As incurred	As arranged	Supplier
Initial Window Cleaning Equipment and Inventory ⁽⁶⁾	\$1,000 to \$20,000	Lump sum	As arranged	Harry Falk
Professional Services	\$500 to \$2,000	As incurred	As arranged	Supplier
Office Equipment & Supplies ⁽⁷⁾	\$500 to \$2,000	Lump sum	Before start	Supplier
Uniforms ⁽⁸⁾	\$200 to \$800	Lump sum	Before start	Approved Supplier
Licenses & Permits	\$25 to \$250	Lump sum	Before start	Suppliers
Additional Funds ⁽⁹⁾	\$3,000 to \$35,000		During the first 3 to 6 months of operation	Suppliers, Approved Suppliers, Employees, Etc.
TOTAL^{(10) (11)}	\$69,525 - \$263,550			

Notes

- (1) The Initial Franchise Fee for your first Squeegee Squad Business is \$50,000, for a Territory with a population of up to 300,000. If we grant you a Territory with a population in excess of 300,000, you must pay an Additional Territory Fee in an amount equal to 16.6 cents (\$0.166) per person in your Territory in excess of 300,000. The Additional Territory Fee is lowered to 15 cents (\$0.15) if you purchase two Territories simultaneously, and 13.3 cents (\$0.133) if you purchase three or more Territories simultaneously. The low end of the range above assumes a Territory size of 300,000, while the high end of the range assumes a Territory size of 400,000.
- (2) Before your opening, you must spend a minimum of \$6,000 for grand opening advertising, marketing, public relations and promotional programs for your Squeegee Squad Business.
- (3) You will need at least 1 pickup truck for your Business. Each truck must be in good working condition, presentable, and must be outfitted with the equipment, signage and trade dress specified in the Operations Manual(s). The cost of the down payment on your truck(s) will vary based on the terms you negotiate with your supplier. The low end of the range assumes you already own a suitable pickup truck.
- (4) The primary vehicle equipment expense is for installation of a ladder rack.

- (5) You will need computer hardware meeting certain minimum specifications for your Business. (See Item 11) You will also need computer software including, at a minimum, the latest versions of Microsoft Windows, Quickbooks Online, MS-Office with Word, Excel, Publisher, and PowerPoint and antivirus/spyware software. You may already own a computer and software that meet these requirements, but if you do not, we estimate that it will cost between \$1,000 and \$2,500 to acquire such computer equipment and software. This is in addition to our proprietary Squadware™ software, for which you must currently pay Squadware an initial and monthly software license fees. The cost of your investment in computer hardware and software will vary depending on your Business's current assets, and other economic factors.
- (6) Your costs for initial inventory and supplies will vary depending on the size of your Business, its geographic location, shipping costs, and other economic factors.
- (7) This is the range of the amounts that we estimate you will need to purchase stationery, forms, phones, etc.
- (8) This is the range of the amounts that we estimate you will need to purchase your initial stock of employee uniforms. The low end of this range includes 4 of each of the following: shirts, shorts, hats, sweatshirts/wind shirts, coats. The high end of this range includes 10 of each of those items. You must purchase uniforms from us or an Approved Supplier.
- (9) These amounts are an estimate of the expenditures you will make during the first 3 to 6 months of the operation of your Squeegee Squad Business for salaries, supplies, inventory, utilities, Continuing Fees, Weekly Advertising Fees, Local Advertising, truck payments, gasoline, high speed internet connection, phone and other miscellaneous operating costs and expenses. We have based these estimates on our experience operating the Squeegee Squad franchise system and our owners' experience operating Squeegee Squad Businesses. Moreover, this range assumes that you are an owner/operator of the Business, and that you do not employ a separate General Manager or pay yourself to act as the General Manager. If you employ a General Manager separate from the owner/operator, you will incur additional costs during this initial 3-month period.
- (10) The above chart provides an estimate of your initial investment for a standard Squeegee Squad Business for a Territory of up to 300,000 in population. If your Territory will have a greater population, some of the expenses listed below may be higher. You will also have to pay an Additional Territory Fee as described in Note (1) above. The estimated range assumes that you will operate your Squeegee Squad Business out of your residence. If you lease commercial or industrial space for your Business, you will incur greater start-up expenses including pre-paid rent, security deposits, furniture, fixtures, signs, equipment and leasehold improvements. We estimate that you would spend from \$0 to \$2,500 on security deposits and/or prepaid rent, from \$0 to \$10,000 on leasehold improvements and from \$0 to \$15,000 furniture, fixtures, signs and equipment. The amount payable for pre-paid rent, security deposits, furniture, fixtures, signs, equipment and leasehold improvements will vary based on the size of your space, the nature of the space, its geographic location, costs assumed by your landlord, and other economic factors. You are not required to lease space when you start your Business. If you purchase and open 1 or more additional Squeegee Squad Businesses after the date of this disclosure document, the Initial Franchise Fee payable to us and your initial investment requirements will be stated in our then-current disclosure document and may vary from the amounts stated above.
- (11) We estimate that you will incur an additional \$15,000 to \$20,000 in start-up costs if you choose to offer High-Rise Services, and an additional \$5,000 to \$10,000 in start-up costs if you choose to

offer Rooftop Anchor Inspection and Certification Services. If you wish to provide High-Rise Services and/or Rooftop Anchor Inspection and Certification Services, you must complete additional training and any other requirements that we set forth, at your expense. High-rise buildings are buildings that are 4 or more stories in height or require rope or swing stage scaffolding access.

ITEM 8. RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES

In order to ensure a uniform image and uniform quality of products and services throughout the Squeegee Squad System, you must maintain and comply with our quality standards. You must equip your Business in accordance with our then-current approved specifications, vehicle decorating designs and color schemes (See Articles 8 and 11 of the Franchise Agreement). In addition to meeting our design specifications and standards, it is your responsibility to ensure that any building plans you utilize comply with the Americans with Disabilities Act and all other federal, state and local laws.

You also must use equipment, signage, fixtures, furnishings, products, supplies and marketing materials that meet our specifications and standards.

Approved Supplies and Suppliers

We provide you with a list of approved manufacturers, suppliers and distributors (“Approved Suppliers List”) and approved inventory products, fixtures, furniture, equipment, signs, stationery, supplies and other items or services necessary to operate the Business (“Approved Supplies List”). The Approved Suppliers List may specify the specific manufacturer of a specific product or piece of equipment. We, an affiliate or a third-party vendor or supplier may occasionally be the only approved supplier for certain products. The lists also may include other specific products without reference to a particular manufacturer, or they may set forth the specifications and/or standards for other approved products. We may revise the Approved Suppliers List and Approved Supplies List. We give you the approved lists as we deem advisable.

As of the date of this disclosure document, we have negotiated a preferred vendor relationship with our affiliate, Harry Falk and we have designated Harry Falk as the only Approved Supplier of window cleaning equipment for Squeegee Squad franchisees. We also may require that you use a bookkeeper or accountant that we approve. This accountant or bookkeeper may be our affiliate, Squadbooks.

If you want to use any brand of materials or supplies that is not then approved by us in the operation of the Business, or to purchase any product from a supplier that is not then designated by us as an Approved Supplier, you must, before using or purchasing any product, seek and obtain our approval in writing. If requested by us, you must submit samples and other information as we require for testing or to otherwise enable us to determine whether the product, material or supply, or the proposed supplier meets our specifications and quality standards. We generally will notify you of supplier approval or disapproval within 45-60 days of our receipt of all the information and samples we request. You must pay the reasonable cost of the inspection and evaluation and the actual cost of the test. The supplier also may be required to sign a supplier agreement. We may re-inspect the facilities and products of any supplier of an approved supplier or item and revoke our approval of any supplier or item that fails to continue to meet any of our criteria. We will send written notice of any revocation of an approved supplier or item.

We apply the following general criteria in approving a proposed supplier: (1) ability to make product in conformity with our specifications; (2) willingness to protect the secrets behind the uniqueness of a product without dissemination to others; (3) production and delivery capability; (4) reputation and integrity of the supplier; and (5) financial condition and insurance coverage of the supplier.

Neither we nor our affiliates are currently Approved Suppliers for any products, other than our proprietary Squadware™ software and window cleaning equipment, as further described below and in Items 5, 6 and 11. In 2025, we were the only Approved Supplier of the Squadware™ software. Our Co-Presidents Jack and Joe Ruegsegger each have a material ownership interest in us, Joe Antonello has an ownership interest in Harry Falk, and Joe Ruegsegger has an ownership interest in Squadbooks. During our 2025 fiscal year, we received \$18,080 in initial Software license fees for the Squadware™ software, which amounted to approximately 0.61% of our total revenues of \$2,969,117 based on our audited financial statements, which are attached to this disclosure document as Exhibit F. During our 2025 fiscal year, our affiliate, Squadware, received \$84,214 in ongoing Software License Fees for the Squadware™ software. During our 2025 fiscal year, Harry Falk received \$296,457 based on the sale of equipment and inventory to Squeegie Squad franchisees. None of our officers owns a material interest in any other approved suppliers. Our affiliate, Squadbooks, was established in 2026 and, therefore, did not have any revenues from sales to franchisees in 2025. Our officers may own an interest in a supplier that: (1) is held indirectly through a mutual fund, 401(k) plan or similar investment vehicle; or (2) represents fewer than 1,000 shares or units of a supplier entity and less than 1% of the total outstanding equity interest in that supplier.

We utilize a centralized call center (the “National Call Center”) for outbound telemarketing and lead generation services for participating Squeegie Squad Businesses. Your Business is not required to participate in the National Call Center. However, we reserve the right to require you to participate in the National Call Center. The National Call Center does not currently offer inbound call services; however, we reserve the right to include such services and may increase fees accordingly. We also reserve the right to require you to use a uniform toll-free number designated by us as the sole telephone number for customers to contact your Business and to require that all advertising conducted by you list the system-wide toll-free number exclusively. We have the right to place reasonable conditions on your use of the system-wide toll-free number and/or call center including, without limitation, the requirement that you be in compliance with the Franchise Agreement as a condition of receiving customer calls. If we do so, your Business will be required to utilize the call center or toll-free number and pay the fees described in Item 6. We have the right to require you to use a uniform toll-free number designated by us as the sole telephone number for customers to contact your Business.

We and our affiliates reserve the right to receive rebates or other consideration from suppliers in connection with your purchase of goods, products and services as described in this Item 8. Most of these payments are calculated on an amount based on products sold to you and other franchisees. We or our affiliates will retain and use these payments as we deem appropriate or as required by the vendor. The amount of Continuing Fees imposed upon you and other Squeegie Squad franchisees under the Squeegie Squad Franchise Agreement has been based, in part, upon our right to receive this compensation from suppliers, and would have been established by us at a higher level, but for this type of compensation. During our 2025 fiscal year, we received \$4,276 in rebates from Sherwin Williams for purchases made by franchisees. Our affiliate, Squadware, received rebates totaling \$15,015 from its integrated credit card processor.

We may negotiate prices for products for the benefit of the System but not on behalf of individual franchisees. There is no purchasing or distribution cooperative. We will try to receive volume discounts for the System. We do not provide material benefits to you because of your use of Approved Suppliers.

You must carry insurance policies protecting you, us and our affiliates. The insurance policies must, as applicable, include primary and non-contributory endorsement or language in form and content that we periodically require, and must be in accordance with the requirements set forth in the Manuals, which currently includes the following minimum coverage limits: (i) general liability insurance, with minimum coverage limits of \$1,000,000 per occurrence, \$2,000,000 annual aggregate and \$5,000 medical expense; (ii) automobile liability insurance with a minimum combined single limit of \$1,000,000 per

occurrence; (iii) workers' compensation, professional liability insurance, and employer's liability insurance covering all of your employees as required by the State in which your Business is located; (iv) umbrella liability insurance which also includes employers liability and automobile liability, with minimum limits of \$1,000,000 per occurrence and (v) any other insurance coverages or amounts as required by law or other agreement related to the Business. The costs and coverage may vary depending upon the insurance carrier charges, terms of payment and your history

You can expect items purchased or leased in accordance with our specifications will represent approximately 70-80% of total purchases you will make to begin operations of the business and 40% to 60% of the ongoing costs to operate the business.

See Item 11 below for a description of the computer hardware and nonproprietary software that you will be required to purchase in order to operate your Squeegie Squad Business. You may purchase the computer equipment and nonproprietary software meeting these specifications from a supplier designated by us or from any other source of your choosing.

You will also be required to utilize our proprietary Squadware™ software in operating your Business. See Items 5, 6 and 11 for further information on the fees you will be required to pay in connection with our proprietary software.

Except for the payment of software license fees for the Squadware™ software and the purchase of window cleaning equipment, we do not require you to purchase any products to establish or operate your franchise from us or any affiliates. Except for the proprietary software under the Software License Agreement, neither we nor any affiliate are currently suppliers of any goods or services which we require you to purchase.

ITEM 9. FRANCHISEE'S OBLIGATIONS

This table lists your principal obligations under the Franchise Agreement. 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 Franchise Agreement	Disclosure Document Item
a. Site selection and acquisition/lease	Article 2	Items 7 and 11
b. Pre-opening purchases/leases	Article 11.14	Items 7, 8 and 10
c. Site development and other pre-opening requirements	Articles 2, 9, 12	Items 6, 7 and 11
d. Initial and ongoing training	Article 9	Item 11
e. Opening	Article 7.6	Item 11
f. Fees	Articles 5, 6, 7	Items 5, 6, 8, 10 and 11
g. Compliance with System Standards and policies/Operations Manual	Articles 8, 11.1, 11.2	Item 11
h. Marks and proprietary information	Articles 2, 4	Items 13 and 14
i. Restrictions on	Articles 11.10 - 11.16	Item 16

Obligation	Section in Franchise Agreement	Disclosure Document Item
products/services offered		
j. Warranty and customer service requirements	Articles 11.2, 11.3	Item 11
k. Territorial development and sales quotas	Article 6.7 (F)	Item 12
l. Ongoing product/service purchases	Articles 11.10, 11.14, 11.17, 11.18 11.22 Not Applicable (ADA)	Item 8
m. Maintenance, appearance, and remodeling requirements	Articles 11.2, 11.4, 11.17 Not Applicable (ADA)	Item 11
n. Insurance	Article 12 Article 13.7 (ADA)	Items 6 and 8
o. Advertising	Article 7 Article 13.9 (ADA)	Items 6 and 11
p. Indemnification	Article 20 Article 19.2 (ADA)	Item 6
q. Owner's participation/management/staffing	Article 11.29 Article 13.5 (ADA)	Items 11 and 15
r. Records and reports	Article 13 Article 13.12 (ADA)	Item 6
s. Inspections and audits	Articles 11.9, 13.5 Article 14.1 (ADA)	Items 6 and 11
t. Transfer	Article 15 Article 15 (ADA)	Items 6 and 17
u. Renewal	Articles 3.2, 3.3 Articles 3.2, 3.3 (ADA)	Items 6 and 17
v. Post-termination obligations	Articles 16.5, 18 Article 16.5, 18 (ADA)	Items 6 and 17
w. Non-competition covenants	Article 19 Article 12 (ADA)	Item 17
x. Dispute resolution	Article 21 Article 20 (ADA)	Item 17

ITEM 10. FINANCING

Except as described below, we do not offer, either directly or indirectly, any financing to you. We are unable to estimate whether you will be able to obtain financing for any or all of your investment and, if so, the terms of such financing. We do not guarantee your notes, leases or other obligations.

Under certain circumstances, we may permit a Franchisee to defer payment of up to 100% of the Initial Franchise Fee plus any Additional Territory Fee incurred at the time the Franchise Agreement is executed, over a period of up to 36 months. You must sign an installment note, a form of which is included as Exhibit F to the Franchise Agreement (the "Promissory Note"). The Promissory Note will bear interest at a rate of up to the lesser of 18% per annum or the highest rate permitted by applicable law. The Promissory Note is payable in equal monthly payments of principal and interest over its term (up to 36 months). You may prepay the Promissory Note in whole or in part without penalty over the term, if you make the prepayments in multiples of \$100.00 and on dates when installments of principal are due. If any required installment payment is not made when due, we can at our option, call the note and demand immediate payment of the entire outstanding balance. In addition, if you transfer your interest in the Franchise Agreement or in the business prior to paying the Promissory Note in full, the entire balance of

principal and interest remaining unpaid under the Promissory Note is due and payable upon the date of the transfer. If your corporation or other entity is the franchisee, the owners of the entity must personally guarantee the note. You and each personal guarantor waive presentment for payment, protest rights, and notice of failure to make payment. You are not required to give or pledge any type of security interest to obtain this financing, although failure to pay amounts due under the Promissory Note is a default under the Franchise Agreement (Franchise Agreement, Subparagraph 16.1(D)). Under the Promissory Note, you must waive the defenses of presentment for payment, protest and notice of dishonor.

It is not our current practice or intent to sell, assign or discount to any third party any note or other financing instrument that franchisees execute. We, however, reserve the right to do so in the future. We also may from time to time pledge our interest in financing instruments to third parties to secure our various obligations to third parties.

ITEM 11. FRANCHISOR’S ASSISTANCE, ADVERTISING, COMPUTER SYSTEMS, AND TRAINING

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

The Franchise Agreement permits us to delegate our responsibilities to you. Therefore, the term “we” in this Item 11 (and elsewhere where this disclosure document describes our obligations under the Franchise Agreement) refers interchangeably to us or any designee that we may appoint. .

Assistance Before Opening

Before you open your Squeegee Squad Business, we must provide you with: (1) a written schedule for all supplies and equipment for use in your Business (Franchise Agreement Article 11.13); (2) a list of approved sources of furniture, fixtures, supplies, products, printed materials, items, goods and services (Franchise Agreement Article 10.1); (3) training (Franchise Agreement Article 9); and (4) pre-opening assistance and opening assistance (Franchise Agreement Articles 10.3).

Site Selection

You are not required to lease space to operate your Business. If you do lease space for your Business, we do not select the specific location and we do not own the premises and lease it to you. (Franchise Agreement Article 2.1). If you lease space for your business, we strongly recommend that you hire a commercial real estate broker or salesperson who has at least 5 years of experience in locating or leasing commercial or light industrial space to locate a site for your Squeegee Squad Business.

Training

You and your General Manager (if you have employed one) must attend our training program at the location we designate (Franchise Agreement Article 9.1), which is currently your location or at a location we designate in Minnesota. We have training as often as needed. In addition to the \$5,000 Initial Training Fee for the training program, you must pay the salaries, fringe benefits, transportation expenses, living expenses and any other costs for all persons who attend the Initial Training (Franchise Agreement Article 9.3). You and your General Manager (if you have employed one) must successfully complete training to our satisfaction before you begin operating its Squeegee Squad Business.

TRAINING PROGRAM

Subject (1)(2)(3)	Hours Of Classroom Training	Hours On-Site/Field Training	Location
Introduction	.5	0	Your location or another location we designate, which may be in Minnesota.
Pre-Opening	.5	0	Your location or another location we designate, which may be in Minnesota.
Personnel	4	0	Your location or another location we designate, which may be in Minnesota.
Sales Procedures	2	1	Your location or another location we designate, which may be in Minnesota.
Squadware, Quickbooks, & Office Procedures	6	0	Your location or another location we designate, which may be in Minnesota.
Service Procedures	6	20	Your location or another location we designate, which may be in Minnesota.
Advertising	1	0	Your location or another location we designate, which may be in Minnesota.
TOTAL	20	21	

- (1) The instructional materials include the Operations Manual, sample business forms, recorded webinars, tutorial videos, and various advertising and marketing materials.
- (2) Our training program is administered by our Joe Ruegsegger, Jack Ruegsegger and Joe Antonello. Jack and Joe Ruegsegger co-founded JJFI and each has over 10 years' experience owning, operating and managing window cleaning businesses. Joe Antonello has over 10 years' experience owning, operating and managing a window cleaning business.
- (3) If you wish to provide High-Rise Services or Rooftop Anchor Inspection and Certification Services, you must complete additional training at your expense.

Time of Opening

Squeegee Squad Businesses generally open within 2 to 4 months from the date the Franchise Agreement is signed. Factors affecting this length of time include ability to find a suitable Territory or location for your Business, obtaining financing, local ordinance compliance, completion of remodeling or construction, completion of initial training, delivery and installation of signs and equipment, and delivery of initial inventory. Your Business must be opened within 160 days of the date you sign your Franchise Agreement, unless we waive this requirement in writing. (Franchise Agreement Article 16.1).

Opening Assistance

After successful completion of our initial training program, we will assist you in scheduling the opening of your Squeegee Squad Business. If it is your first Squeegee Squad Business, we will provide, you with up to 1 business day of pre-opening and opening assistance and assistance in your grand opening. We will conduct pre-opening assistance either telephonically or electronically, or we may, at our sole option, conduct pre-opening assistance at your Business location. A portion of this assistance will take place directly before your grand opening, with the remainder to take place at a time that we determine, but in any event no later than 60 days following your opening. If you are an existing Squeegee Squad franchisee, then we will have the right (but not the obligation) to provide you with up to 1 business day of pre-opening and opening assistance at a location we determine. The purpose of both the initial and ongoing training programs is to provide you and your managers with information on the Squeegee Squad System and brand standards, and not to control the day-to-day operation of your Business or to supervise your employees.

Assistance During the Operation of the Business

During the operation of your Business, we have the right (but not the obligation) to periodically inspect your Business (Franchise Agreement Article 11.9) and may render written reports as we deem appropriate. Any inspection of your Business by us is to protect our interest in the Marks and System and not to control the day-to-day operation of your Business or for supervision of your employees. We will also: (a) provide you with advisory services pertaining to window cleaning, customer service and operations (Franchise Agreement Article 10); (b) loan to you 1 copy of the Operations Manual and any supplements and modifications to the Operations Manual (Franchise Agreement Article 10.1); (c) provide you with the names and addresses of newly approved vendors and suppliers (Franchise Agreement Articles 10.1 and 11.14); (d) protect, police and enforce the licensed trademarks for the benefit of all franchisees (Franchise Agreement Article 4); and (e) conduct annual conventions as we deem appropriate (Franchise Agreement Article 9.4).

The Operations Manual contains both mandatory and suggested standards and procedures that we develop to ensure the brand standards for Squeegee Squad Businesses and information relating to your obligations as a franchisee. As the date of this disclosure document, the Operations Manual consists of 7 sections that outline the Squeegee Squad Business System and contain a combined total of 324 pages. The current Table of Contents of the Operations Manual is attached to this disclosure document as Exhibit E.

Ongoing Training

We may periodically provide optional additional training for you and your management-level employees on topics we choose. If you or any of your employees attend such additional training, we reserve the right to charge you the then-current training fee applicable to the courses offered. The amount of the fee will depend upon the type, location and duration of the training provided. You must pay the salaries, fringe benefits, transportation expenses, living expenses and any other costs for all persons who attend the optional additional training courses offered by us (Franchise Agreement Article 9.6).

Upon your reasonable request, we or our affiliates may provide consulting services to you in your Territory regarding marketing, advertising and promotional issues, operational issues, accounting matters, personnel issues, and other business matters or special projects relating to your Squeegee Squad Business. We or our affiliates reserve the right to charge you our then-current fee for such consulting services. You must also pay for the travel, room and board and other expenses incurred by the individual or individuals employed or retained by us who provide such consulting services to you.

Advertising

You will pay us Weekly Advertising Fees in the amounts described in Item 6 of this disclosure document. Other Squeegee Squad franchisees also pay Weekly Advertising Fees in the amounts specified in their Franchise Agreements, which may be different from the amounts described in Item 6 of this disclosure document. Any Squeegee Squad Businesses operated by us or our affiliates are not required to contribute to the marketing fund or contribute at the same rate, although they may choose to do so. The marketing fund does not receive contributions from outside vendors or suppliers.

We will deposit the Weekly Advertising Fees collected from franchisees into a marketing fund, which is kept separate from our other funds (Franchise Agreement Article 7.2). We may use a portion of the Weekly Advertising Fees for purchase of production materials, brochures, radio and television commercials, services provided by advertising agencies, market research and development costs, advertising and promotion development and production, creative costs, product research costs and all the costs of administering and conducting the advertising program. Advertising media which we use are primarily local and regional in scope, and may include television, radio, newspaper, direct mail and billboards. (Franchise Agreement Article 7.3) All Squeegee Squad Franchisees will contribute the same percentage of Gross Revenues into the marketing fund.

The marketing fund is not a trust or escrow account and we have no fiduciary duty to you with respect to the marketing fund. We are not required to spend any particular amount on marketing, advertising or promotion in the area in which your Business is located. During our fiscal year ended December 31, 2025, approximately 33.93% was spent on the Squeegee Squad website and search engine optimization, 19.52% was spent on our email system, 30.56% was spent on National Call Center Expenses, 3.18% was spent on pay-per-click advertising, 3.00% was spent on email marketing, 1.76% was spent on a marketing specialist, 1.24% was spent on advertising design, 3.00% was spent on recruiting advertising, and 3.81% was spent on social media advertising. In 2025, we did not spend any of the marketing fund for advertising that was primarily a solicitation for the sale of franchises, nor do we intend to do so in 2026. Any unused portion of amounts collected into the marketing fund are carried over for future use carry or used to offset any loans made by us to the marketing fund in prior years.

Other than spending the Weekly Advertising Fees paid to us as described above, we are not obligated to conduct any additional advertising, marketing or promotion.

We will prepare an unaudited accounting of expenditures made from the marketing fund and it will be available to you for review on request. Marketing fund monies not spent in a given fiscal year are retained in the fund for use during the following fiscal year. We do not use marketing fund monies to solicit franchise sales. We have the right to form, change, dissolve or merge local advertising groups. When there are 2 or more Squeegee Squad Businesses in a Designated Market Area ("DMA") as defined in Article 1.5 of the Franchise Agreement, we may require all Squeegee Squad Businesses in the DMA to join a local DMA advertising group to carry out joint advertising in the DMA (Franchise Agreement Article 7.8). The membership of the DMA advertising group will consist of all Squeegee Squad Franchisees in the DMA. The members administer the DMA advertising group in accordance with written governing documents. Either the DMA advertising group or we on its behalf will prepare an annual or more frequent accounting of the group's expenditures. You may examine the DMA advertising group's written governing documents and accountings upon request if a DMA advertising group exists in the DMA in which you will operate your Squeegee Squad Business. A majority of the members of the DMA advertising group approve advertising strategies and expenditures. The costs of advertising approved by the DMA advertising group are allocated among and paid by the members of the group either on a pro rata basis or on a percentage of Gross Revenues. A majority of the members of the group selects the method of allocation of the cost of

advertising. Your contributions to the DMA advertising group will apply to, but may exceed, your 5% local advertising requirement.

As of the date of this disclosure document, there is no advertising council for the System. We have the power, however, to form, change, or dissolve any advertising council. In addition, any advertising council we form will serve in only an advisory capacity.

In addition to the Weekly Advertising Fees, you are required to spend at least 5% of Gross Revenues on local advertising activities. You must obtain our prior written approval of all promotional and advertising materials not supplied by us. We may require you to appoint us or our designee as an administrator and primary owner of any online marketing accounts that you establish in accordance with our Operations Manual or otherwise in writing. We have the right to require you to pay to us, by electronic bank transfer, up to 50% of this amount (1-1/2% (one and a half percent) of your Gross Revenues) for our use in conducting a digital marketing or local advertising campaign. In addition to the Weekly Advertising Fees and the required expenditure on local advertising activities, your Business must spend a minimum of 40 hours per week on approved marketing activities in accordance with our Operations Manual (which currently includes door-knocking and cold calling).

We established a National Call Center in 2023. The National Call Center currently provides outbound telemarketing and lead generation services for participating Squeegee Squad Businesses. Your Business is not required to participate in the National Call Center. Currently we do not charge a fee for the National Call Center, but we reserve the right to charge a Call Center Fee upon 30 days' written notice to you. We will not increase the Call Center Fee more than 1% annually and the Call Center Fee will not exceed 5% of your weekly Gross Revenues, as described in Item 6. We have the right to place reasonable conditions on your use of the system-wide toll-free number and/or call center including, without limitation, the requirement that you be in compliance with the Franchise Agreement as a condition of receiving customer calls.

Computer Systems

You must purchase computer hardware capable of running the latest version of the Microsoft Windows operating system and Microsoft Office with enough computing power to run our proprietary software and any of the currently available commercial software that will be used in your Squeegee Squad Business, in accordance with the requirements that we set out in the Operations Manual. We estimate that a new computer system meeting these criteria will cost between \$1,000 and \$2,500. However, you are not required to purchase a new computer system if you already own a computer system capable of running the applications listed above and you may not incur these costs. You must maintain high-speed internet access at all times.

You must upgrade your computer hardware to meet our then-current standards, which we may update as necessary in the Operations Manual. There are no contractual limitations on the frequency with which we may require you to upgrade your computer hardware or the costs you may incur in doing so. (Franchise Agreement Article 9.3).

You must license or otherwise secure access to any software that we require. Currently, licensing of our proprietary Squadware™ software is required. The Software license fees are disclosed in Items 5 and 6 of this disclosure document. The Software License Agreement is attached to this disclosure document as Exhibit B. We may provide you with periodic upgrades and enhancements to our proprietary software, though we are not obligated to do so. We have the right to increase the amount of the Software license fees if we substantially upgrade the proprietary software to provide additional or enhanced services to your customers. You may, but are not obligated, to utilize other third-party software that we recommend. You

must sign any agreement necessary to acquire and access the recommended third-party software. If you opt to use the recommended third-party software, you must, as we designate, pay the third-party supplier, or pay us for remittance to the third-party supplier, any fees associated with recommended software.

There are no contractual limits on our access to the data stored in the Squadware™ software, on the computer system, or in any recommended third-party software.

Although we do not currently maintain a system-wide Squeegee Squad intranet communications site, we reserve the right to require you to participate in such a site, if we create one. We will not charge you a fee for participation in any intranet site we create. We reserve the right to access, both electronically and through hard copy, all data and other information maintained by you on our intranet site for purposes of monitoring your compliance with obligations under the Franchise Agreement and for any other purpose we deem beneficial to the Squeegee Squad Business System and all Squeegee Squad franchisees.

ITEM 12. TERRITORY

You will receive the right to operate a Squeegee Squad Business within a specified geographic area (your “Territory”), which is described in the Franchise Agreement. We will not, during the term of your franchise, operate or grant others the right to operate any other Squeegee Squad Business within your Territory, except as generally described in this Item 12 and more fully set forth in the Franchise Agreement.

The criteria used for determining the boundaries of the Territory include: the population base; density of population; growth trends of population; apparent degree of affluence of population; the density of residential and business entities; and major topographical features which clearly define contiguous areas, like rivers, mountains, major freeways, and underdeveloped land areas. A Territory will have a general trade area with a population base of up to 300,000. The minimum population base for a Territory is 100,000. We determine the Territory. A written description or a map attached to the Franchise Agreement describes the Territory. We may agree to increase the size of your Territory in the future under terms and conditions that you and we agree to, but we are under no obligation to do so.

We and our affiliates have the right outside of your Territory to grant other franchises or operate company or affiliate-owned Squeegee Squad Businesses or to offer, sell or distribute any products or services associated with the System under the Marks or any other trademarks or through any distribution channel or method, all without compensation to you or any franchisee. We and our affiliates have the right to operate and franchise others to operate Businesses or any other business, including those relating to window cleaning, other Squeegee Squad services and related products and services, both within and outside of the Territory under trademarks other than the Squeegee Squad Marks, all without compensation to you or any franchisee.

We and our affiliates also have the right to sell and enter into agreements with National Accounts, both inside and outside the Territory. A “National Account” means those customers or accounts we designate in our sole and absolute discretion, regardless of their geographic location, as desiring central billing accounts, that have at least 20 locations, or as we may otherwise designate, and such locations are located in more than one franchised or company-owned territory or market. You must participate in any national accounts program (the “National Accounts Program”) we designate and comply with the terms of the National Accounts Program as described in the Operations Manual or as we otherwise describe in writing. If we determine that you are unwilling or unable to service a National Account, or if a National Account requests that you not service that account, then we may assign the job to another franchisee, our affiliates, or service the National Account ourselves. You understand that we will establish the rules under which you will participate, and be compensated for participation, in the National Accounts Program and

that we may terminate, modify or replace the National Accounts Program at any time. You must pay us any then-current fees associated with the National Accounts Program.

If a National Account contacts you directly, you must refer the National Account to us. We will negotiate all contracts with National Accounts and you will not have any right to negotiate any contract or provide services to the National Account without our express written consent.

Under the Franchise Agreement, you are required to achieve certain minimum Gross Revenues amounts listed below (the “Gross Revenue Requirements”):

<u>Calculation Period</u>	<u>Gross Revenue Requirement</u>
1. Year 1	\$50,000
2. Year 2	\$100,000
3. Year 3	\$150,000
4. Year 4	\$200,000
5. Year 5	\$250,000

If you fail to achieve the Gross Revenue Requirement in any year, you must pay us the Gross Revenue Default Fee. In addition, we have the right, but are not required, to: (i) modify or reduce the size of the Franchised Territories; or (ii) terminate the Franchise Agreement. Other than as described above, continuation of your Territory does not depend on the achievement of a certain sales volume, market penetration or other contingency.

We, our affiliates and other Squeegee Squad franchisees have the right to perform window cleaning and other services inside your Territory pursuant to the then-current Inter-Territory Referral Policy, as further described in this Item 12. We have the right to change or eliminate the Inter-Territory Referral Policy as we deem appropriate, upon 14 days’ prior written notice to you. If, in the course of operating your Business, a customer asks you to perform services to take place outside of your Territory, you will be required to follow our then-current Inter-Territory Referral Policy.

Currently, our Inter-Territory Referral Policy provides that a franchisee who is offered a job outside of its Territory (a “Referring Franchisee”) must notify us. We will determine whether the requested service is to be performed within the Territory of any Squeegee Squad franchisee. If the service requested is to be performed within the Territory of another Squeegee Squad franchisee (the “Local Franchisee”), the franchisee that received the request for service (the “Referring Franchisee”) must request permission to complete such work (the “Referral Work”) from the Local Franchisee. The Referring Franchisee may only complete the Referral Work upon the express written consent of the Local Franchisee. If the Local Franchisee does not accept or reject the Referral Work within 48 hours of receiving such referral, the Referring Franchisee must notify us and we may, in our sole discretion, determine whether the Referring Franchisee may proceed to complete the Referral Work.

A copy of the current policy is attached as an exhibit to the Franchise Agreement. Under the Franchise Agreement, we have the right to change the Inter-Territory Referral Policy upon 14 days’ prior written notice to you. The Inter-Territory Referral Policy will apply to you and to other Squeegee Squad franchisees in the System.

You may offer High-Rise Services in your Territory if you complete the necessary training to offer and sell High-Rise Services, you offer and sell such services in compliance with our then-current standards and specifications and any applicable laws, and you comply with our other requirements in connection with High-Rise Services as described earlier in this disclosure document. However, we have the limited right (either

directly or through the grant of a franchise or license to another party) to offer High-Rise Services in your Territory using the Marks or any other names or marks (i) in the event that you: (a) do not complete the required training for high-rise building; (b) do not offer or sell High-Rise Services in accordance with our then-current standards or specifications or with any other applicable law; (c) turn down any jobs for High-Rise Services in your Territory, or (ii) in accordance with our Inter-Territory Referral Policy

You may also offer Rooftop Anchor Inspection and Certification Services if you complete the necessary training to offer and sell Rooftop Anchor Inspection and Certification Services, you offer and sell such services in compliance with our then-current standards and specifications and any applicable laws, and you comply with our other requirements in connection with Rooftop Anchor Inspection and Certification Services as described earlier in this disclosure document. However, we have the limited right (either directly or through the grant of a franchise or license to another party) to offer Rooftop Anchor Inspection and Certification Services in your Territory using the Marks or any other names or marks (i) in the event that you: (a) do not complete the required training for such services; (b) do not offer or sell Rooftop Anchor Inspection and Certification Services in accordance with our then-current standards or specifications or with any other applicable law; (c) turn down any jobs for Rooftop Anchor Inspection and Certification Services in your Territory, or (ii) in accordance with our Inter-Territory Referral Policy.

Other than the option for purchasing additional area (if available) contiguous to your Territory, as described in Item 5, you do not receive the right to acquire additional franchises within or outside of your Territory unless you sign another franchise agreement with us.

Though we and any affiliate may do so, neither we nor any affiliate of ours has established or has any present plans to establish other franchises or company-owned businesses or another channel of distribution offering similar products or services under a different trade name or trademark, except as described above in this disclosure document.

ITEM 13. TRADEMARKS

The Franchise Agreement licenses you to operate your Business under the registered service mark “SQUEEGEE SQUAD®” as well as other trademarks, service marks, trade names and commercial symbols (collectively, the “Marks”). We also authorize you to use the logo that appears on the cover page of this disclosure document. You may only use our trademarks and service marks in the manner authorized in writing by us. You may not use the words “SQUEEGEE SQUAD” in your company, partnership or sole proprietorship name. You may not use the Marks on your employment applications, employee evaluation forms, benefits statements, payroll checks or other documents or materials relating to your employees.

The following is a list of Marks that are registered or are the subject of a currently pending application with the United States Patent and Trademark Office (“USPTO”):

Mark	Principal/ Supplemental Register	Registration	Registration Number	Status
SQUEEGEE SQUAD	Principal	February 7, 2006	3,057,752	Renewed January 15, 2026
YOUR NEIGHBORHOOD	Principal	August 1, 2006	3,123,554	Renewed

Mark	Principal/ Supplemental Register	Registration	Registration Number	Status
WINDOW CLEANERS				January 15, 2026
 *	Principal	February 4, 2025	7,677,282	Registered
 *	Principal	February 4, 2025	7,677,283	Registered

JJMC has granted us the perpetual right to use and sublicense others to use the principal Mark, as well as other Marks under a trademark license agreement with an effective date of May 9, 2024. JJMC may terminate the trademark agreement if any misuse of these Marks materially impairs the goodwill associated with these Marks, if we violate any provision of the license agreement, or we do not comply with JJMC's instruction concerning the quality of these Marks. If the trademark agreement is terminated, any then-existing sublicenses (franchises) will continue for the term of the sublicenses, provided that the sublicensees (franchisees) comply with all other terms of their franchise agreements. The trademark license agreement contains no other limitations.

Your use of the Marks and any goodwill is to our and our affiliates' exclusive benefit and you retain no rights in the Marks. You also retain no rights in the Marks upon expiration or termination of the Franchise Agreement. You are not permitted to make any changes or substitutions of any kind in or to the use of the Marks unless we direct you to in writing. We may make changes to the Business System presently identified by the Marks including the adoption of new Marks, new products, new equipment or new techniques and you must adopt the changes in the Business System, as if they were part of the Franchise Agreement and the time of signing. You must comply within a reasonable time if we notify you to modify or discontinue your use of any Mark, at your expense. We will have no liability or obligation as to your modification or discontinuance of any Mark.

All required affidavits have been filed for the registered trademarks. There are no presently effective determinations of the USPTO, the Trademark Trial and Appeal Board, or the trademark administrator in any state or any court, no pending infringement, opposition or cancellation proceedings, and no pending material litigation involving the Marks which have limited or restricted the use of Marks in any state. There are currently no effective agreements that significantly limit our rights to use or license any of the Marks listed in this Item 13.

To our knowledge, there are no infringing uses which could materially affect your use of the Marks or other related rights in any state. We will protect your rights to use the Marks and protect you against claims of infringement and unfair competition relating to the Marks. You must notify us immediately of any infringement or unauthorized use of the Marks that you become aware of and cooperate with any action we undertake. If you are named as a defendant or party in an action alleging that your use of the Marks infringes on the trademark rights of a third-party claimant, then you will have the right to tender the defense

of those claims to us and we will defend, indemnify and hold you harmless from any damages assessed against you. We will control and conduct all litigation involving the Marks. If anyone establishes to our satisfaction that its rights are, for any legal reason, superior to any of the Marks then you must use the variances or other service marks, trademarks or trade names as may be required by us to avoid conflict with the superior rights.

ITEM 14. PATENTS, COPYRIGHTS, AND PROPRIETARY INFORMATION

We do not own any patents and we do not have any pending patent applications material to the franchise.

We have copyrighted advertising copy and design, training materials, workbooks, the Operations Manual, and items relating to the operation of the franchised business. We have not applied to the United States Copyright Office to register the copyrights. The Operations Manual that we loan to you and other information relating to the operation of a Squeegee Squad Business is proprietary to us and must be kept confidential by you and your employees. You may not copy or alter any copyrighted or proprietary materials without our written consent and may not use these materials except in operating your Squeegee Squad Business.

There are no infringing uses actually known to us that could materially affect your use of any copyrighted material supplied by us. There are no presently effective determinations of the Copyright Office or any court, no pending interference, opposition or cancellation proceedings, nor any pending material litigation involving our copyrighted or proprietary materials that are relevant to their use in any state. There are no agreements currently in effect which significantly limit our right to use or license the use of the copyrighted or proprietary materials in any manner material to the franchise.

You and your employees may not, without our prior written consent, utilize any generative artificial intelligence software, tools, or technologies, including, natural language processing, deep learning algorithms, or machine learning models (“Generative AI”), while operating the Business. This includes, but is not limited to, uploading or sharing any Confidential Information with any third-party platforms, including Generative AI, except as authorized in writing by us.

ITEM 15. OBLIGATION TO PARTICIPATE IN THE ACTUAL OPERATION OF THE FRANCHISE BUSINESS

You are not required to participate “on premises” in the operation of the franchised business, but we strongly recommend that you actively participate in the day-to-day operation of the franchised business. In the event you do not actively participate in the day-to-day operations of your Business, you must employ a general manager (“General Manager”) to supervise the day-to-day operations of your Business. The General Manager is not required to maintain an ownership interest in the Business. We must approve your General Manager, and your General Manager must complete our Initial Training (and any other training that we require) in advance and at your expense. Either you or your General Manager must devote full-time efforts to the operation of the Business and must refrain from engaging in any other occupation.

You and your General Manager (if you have one) must attend and successfully complete our training program before managing or operating your Squeegee Squad Business. Your General Manager and other employees must sign a copy of the Confidentiality Agreement (included with Exhibit C to this disclosure document), agreeing to maintain the confidentiality of our confidential and proprietary information. The following people must sign the Personal Guaranty that is included in the Franchise Agreement attached to this disclosure document at Exhibit A: (i) you and your spouse, if you are an

individual; (ii) all holders of any ownership interests in you, if you are an entity; and (iii) any other individual guaranteeing your obligations the under the Franchise Agreement.

ITEM 16. RESTRICTIONS ON WHAT THE FRANCHISEE MAY SELL

You must sell the services and products required by us. You may, but are not required to, offer High-Rise Services and Rooftop Anchor Inspection and Certification Services, provided that you complete the necessary training for the respective Services. We have the right to add additional required products and services during the term of the Franchise Agreement. Although the Franchise Agreement does not require us to give you a specific notice period before requiring you to offer new types of products and services, it is our intended practice to give franchisees at least 30 days' notice of any change in the required product and service offerings, or a longer period if circumstances require a longer period. There is no contractual limit on additional amounts you may be required to spend in order to comply with changes that we may make to the required product and service offerings.

You may not offer or sell products or services that are not authorized by us, and you may not use your Business, its location, or its assets (including your vehicle) for any purposes other than operating a Squeegee Squad Business. We have the right under the Franchise Agreement to change the types of authorized goods and services that you must provide and there is no limit on our right to make changes. For certain types of service offerings, we have the right to require you to attend additional training programs.

ITEM 17. RENEWAL, TERMINATION, TRANSFER, AND DISPUTE RESOLUTION

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.

THE FRANCHISE RELATIONSHIP

Provision	Section in Franchise Agreement	Summary
a. Length of the term of the franchise	3.1	15 years from the date your Business opens for business to the public
b. Renewal or extension of the term	3.2	2 consecutive 5-year terms, provided you comply with all conditions for reacquiring the franchise.
c. Requirements for you to renew or extend	3.2, 3.3, 5.2	Give 180 days' notice; satisfy all material requirements of your current agreement; pay all amounts due to us; pay a renewal fee; execute our then-standard agreement, which may contain materially different terms and conditions than your original agreement; and complete any required additional training.
d. Termination by you	17	We violate any material term of the Franchise Agreement and fail to cure such failure within 60 days of receiving written notice of the violation (subject to state law).
e. Termination by us without cause	Not Applicable	Not Applicable.

Provision	Section in Franchise Agreement	Summary
f. Termination by us with cause	16	If you are in breach of the Franchise Agreement.
g. “Cause” defined – curable defaults	16.1, 16.2	You will have 30 days to cure if you: violate any material provision of your agreement, fail to conform to the Business System during your operation, fail to file or pay any type of tax return for your business, fail to pay any uncontested fee to any of your suppliers, or fail to open and commence operations of your business within the time required (160 days of signing your franchise agreement). You will have 10 days to cure for nonpayment of amounts you owe us.
h. “Cause” defined - defaults which cannot be cured	16.4	If you are convicted of violating any law relating to your business or committing a felony; you abandon your business; you attempt to transfer your business or the franchise agreement without complying with the transfer requirements, your conduct materially impairs our Marks or the system and you fail to correct it within 24 hours of written notice; you file bankruptcy or are determined to be insolvent; you refuse to permit us to audit your business or records (including the records from any other businesses you may own); or you are in default under your agreement for a 3 rd time within 24 months.
i. Your obligations on termination/ nonrenewal	18, 16.5	You must cease all use of the Marks; pay what you owe us or any affiliate; return all printed materials we provided you including the Operations Manual; comply with post-term covenant not to compete; not use any Marks in a negative manner; discontinue use of all confidential and proprietary information; cease using, uninstall, and return all copies of our proprietary Squadware™ software; alter your vehicle(s) and your business location to distinguish them from Squeegee Squad vehicles and Businesses; cease participation in our website; and transfer your telephone directory listings to us.
j. Assignment of the contract by Us	15.1	No restriction on our right to assign.
k. “Transfer” by you – defined	15.2, 15.3	Assignment to entity or to immediate family members, transfer of ownership interests or assignment upon death or disability.
l. Our approval of transfer by you	15.5	We have the right to approve any transfer made by you but will not unreasonably withhold our consent.
m. Conditions for our approval of transfer	15.5-15.8	You pay all money owed to us and any affiliate; comply with our right of first refusal; complete a written agreement satisfactory to us; transferee and its owners shareholders agree to be personally bound to the agreement; transferee meets our standards; transferee signs a current form of agreement; transferee does not manage or control any Competitive Business; transferee pays for and successfully completes applicable training program; you or transferee pay the transfer fee; and we may require you to remain liable for obligations of the transferee if the transferee does not meet our net worth requirements.

Provision	Section in Franchise Agreement	Summary
n. Our right of first refusal to acquire your business	14.1	You may not sell to a third party, unless you provide us with advance notice and offer to us the right to buy the business at the same price and on the same terms as the you propose to accept from the third party.
o. Our option to purchase your business	Not Applicable	Not Applicable.
p. Your death or disability	15.4	You may transfer your Franchise Agreement without first offering it to us.
q. Noncompetition covenants during the term of the franchise	19.1	You may not seek to employ or retain any employee or independent contractor who is at that time employed by us, any affiliate or any other Squeegee Squad business without our prior written consent; and you may not participate in any business that competes with Squeegee Squad businesses (subject to state law).
r. Noncompetition covenants after the franchise is terminated or expires	19.2	For 2 years, you may not seek to employ or retain any employee or independent contractor who is at any time employed by us, any affiliate or any other Squeegee Squad business, or participate in any business that competes with Squeegee Squad businesses within 10 miles of any other Squeegee Squad Territory (subject to state law).
s. Modification of the agreement	22.8	Any modification must be in writing and signed by both you and us.
t. Integration/merger clauses	22.8	Only the terms of the Franchise Agreement are binding, subject to state law. Any representations or promises outside of the disclosure document and the agreement may not be enforceable. Notwithstanding the foregoing, nothing in this or any related agreement is intended to disclaim the representations made in the Franchise Disclosure Document, its exhibits and amendments.
u. Dispute resolution by arbitration or mediation	21	Except for certain claims, disputes must be arbitrated in Minneapolis, Minnesota (subject to state law).
v. Choice of forum	21.2, 22.1	Arbitration and litigation must be in Minneapolis, Minnesota; (see Exhibit D for any state-specific provisions regarding choice of forum) (subject to state law).
w. Choice of law	22.1	Governing law will be the law of the state where your business is located; (see Exhibit E for any state-specific provisions regarding choice of law) (subject to state law).

ITEM 18. PUBLIC FIGURES

We do not use any public figure to promote our franchise.

ITEM 19. FINANCIAL PERFORMANCE REPRESENTATIONS

The FTC's Franchise Rule permits a franchisor to provide information about the actual or potential financial performance of its franchised and/or franchisor-owned outlets, if there is a reasonable basis for the information, and if the information is included in the disclosure document. Financial performance information that differs from that included in Item 19 may be given only if: (1) a franchisor provides the actual records of an existing outlet you are considering buying; or (2) a franchisor supplements the information provided in this Item 19, for example, by providing information about possible performance at a particular location or under particular circumstances.

We have included below a historic financial performance representation setting forth Gross Revenues information for existing Squeegee Squad franchised Businesses and an affiliate-owned Business that had been open and continuously operating in the U.S. on a full-time basis for at least one full calendar year as of December 31, 2025 ("Qualifying Businesses").

The figures shown are unaudited results that Qualifying Businesses reported to us for operations in the 2025 calendar year.

In Section A below, the information discloses the annual Gross Revenue of each Qualifying Business, and the total population of each Qualifying Business's Territory(ies).

In Section B below, the information discloses the annual difference in percent of total systemwide Gross Revenues from 2024 and 2025 for all franchise Qualifying Businesses that were open and operating for at least two full years as of December 31, 2025. Section B excludes the affiliate-owned Qualifying Business.

For purposes of this Item 19, "Gross Revenues" means all income of the reported Qualifying Businesses from the sale of services and products, by both cash and credit. Gross Revenues does not include any sales, use or gross receipts taxes if the amount of the tax was added to the selling price, charged to the customer, and paid to the appropriate taxing authority. Gross Revenues are reported for the applicable period using cash basis accounting.

Written substantiation of the data contained in this financial performance representation will be made available to you upon reasonable request. We do not otherwise furnish to prospective franchisees any oral or written information concerning the actual or potential sales, income or profits of a Squeegee Squad Business.

[Item 19 Continues on Following Page]

Section A. Annual Gross Revenue Based by Qualifying Business

As of December 31, 2025, there were 72 US-based franchised Squeegee Squad Businesses operating in 84 territories and one Squeegee Squad Business operated by our affiliate. The table below includes data from 70 franchised Squeegee Squad Businesses operating in 80 territories and one Squeegee Squad Business operated by our affiliate. One franchised Squeegee Squad Business was excluded from the below financial performance representations because that business was not operated on a full-time basis during 2025. One franchised Squeegee Squad Business was excluded from the below financial performance representations because that business was non-compliant throughout 2025 and effectively ceased on operating. Also excluded from this Item 19 are 2 franchised businesses that ceased operations in 2025. We also exclude from this Item 19 one affiliate-owned Squeegee Squad business because that business is not operated in the same manner as a franchised Squeegee Squad business.

	Franchise or Affiliate Qualifying Business	Annual Gross Revenues	Total Territory Population	Calculated Years in Business	Location
1.	Affiliate	\$4,122,227.52	2,760,873	19 Yrs & 10 Mths	Minnesota
2.	Franchise	\$2,141,612.12	3,068,487	10 Yrs & 4 Mths	Florida
3.	Franchise	\$1,776,027.69	3,958,946	7 Yrs & 2 Mths	Colorado
4.	Franchise	\$1,074,931.28	455,990	1 Yrs & 11 Mths	Alabama
5.	Franchise	\$1,032,425.62	654,379	9 Yrs & 7 Mths	Oklahoma
6.	Franchise	\$1,018,244.74	939,877	7 Yrs & 6 Mths	Michigan
7.	Franchise	\$1,016,081.25	442,022	12 Yrs & 11 Mths	Arizona
8.	Franchise	\$1,013,647.79	570,428	4 Yrs & 4 Mths	Minnesota
9.	Franchise	\$915,032.18	963,610	2 Yrs & 4 Mths	Tennessee
10.	Franchise	\$895,297.16	359,875	6 Yrs & 0 Mths	Kansas
11.	Franchise	\$854,888.54	404,892	13 Yrs & 6 Mths	Missouri
12.	Franchise	\$803,989.56	330,342	11 Yrs & 8 Mths	Wisconsin
13.	Franchise	\$789,247.87	564,245	11 Yrs & 9 Mths	Illinois
14.	Franchise	\$778,739.42	1,372,749	3 Yrs & 2 Mths	Illinois
15.	Franchise	\$761,025.64	2,179,019	15 Yrs & 9 Mths	Florida
16.	Franchise	\$756,150.17	1,261,935	14 Yrs & 7 Mths	Florida
17.	Franchise	\$752,158.04	313,720	1 Yrs & 9 Mths	Indiana
18.	Franchise	\$729,704.67	1,944,375	2 Yrs & 4 Mths	Florida
19.	Franchise	\$638,763.46	599,702	9 Yrs & 7 Mths	Pennsylvania
20.	Franchise	\$566,056.98	2,895,105	10 Yrs & 1 Mths	Texas
21.	Franchise	\$545,932.56	1,492,191	2 Yrs & 4 Mths	Florida
22.	Franchise	\$545,591.05	674,721	2 Yrs & 1 Mths	Alabama
23.	Franchise	\$542,465.63	547,836	2 Yrs & 4 Mths	Alabama
24.	Franchise	\$499,872.36	110,395	15 Yrs & 4 Mths	Minnesota
25.	Franchise	\$466,047.65	2,009,324	4 Yrs & 5 Mths	Texas
26.	Franchise	\$434,361.58	466,091	1 Yrs & 9 Mths	Florida
27.	Franchise	\$407,621.99	382,368	6 Yrs & 8 Mths	Kansas
28.	Franchise	\$401,031.17	581,091	10 Yrs & 6 Mths	Texas
29.	Franchise	\$373,371.00	421,810	1 Yrs & 6 Mths	Arkansas
30.	Franchise	\$372,162.29	987,662	3 Yrs & 2 Mths	Illinois
31.	Franchise	\$364,171.06	824,788	3 Yrs & 3 Mths	Louisiana
32.	Franchise	\$346,509.58	1,066,710	3 Yrs & 6 Mths	Georgia
33.	Franchise	\$338,189.37	415,754	10 Yrs & 11 Mths	Kentucky
34.	Franchise	\$298,685.21	764,382	2 Yrs & 7 Mths	Georgia
35.	Franchise	\$273,049.66	229,853	8 Yrs & 2 Mths	Maine
36.	Franchise	\$249,099.59	369,150	2 Yrs & 4 Mths	Texas

37.	Franchise	\$239,960.26	670,386	3 Yrs & 8 Mths	Florida
38.	Franchise	\$236,089.21	384,592	12 Yrs & 6 Mths	Florida
39.	Franchise	\$220,863.31	1,917,742	16 Yrs & 10 Mths	Wisconsin
40.	Franchise	\$220,032.80	544,179	6 Yrs & 5 Mths	Kansas
41.	Franchise	\$219,112.70	627,177	1 Yrs & 3 Mths	Texas
42.	Franchise	\$180,762.81	500,912	1 Yrs & 5 Mths	Oklahoma
43.	Franchise	\$170,359.05	560,836	0 Yrs & 11 Mths	Georgia
44.	Franchise	\$169,767.17	751,270	1 Yrs & 5 Mths	Florida
45.	Franchise	\$169,346.10	301,249	1 Yrs & 3 Mths	North Carolina
46.	Franchise	\$158,655.74	878,812	0 Yrs & 11 Mths	Kentucky
47.	Franchise	\$124,018.72	584,526	3 Yrs & 0 Mths	Nebraska
48.	Franchise	\$113,572.00	729,845	0 Yrs & 11 Mths	California
49.	Franchise	\$109,310.72	573,519	1 Yrs & 8 Mths	Tennessee
50.	Franchise	\$108,751.65	243,960	15 Yrs & 1 Mths	North Dakota
51.	Franchise	\$106,717.16	403,279	3 Yrs & 3 Mths	Minnesota
52.	Franchise	\$105,188.42	535,284	3 Yrs & 3 Mths	Minnesota
53.	Franchise	\$99,862.32	264,570	2 Yrs & 11 Mths	Louisiana
54.	Franchise	\$95,262.89	305,813	0 Yrs & 11 Mths	Ohio
55.	Franchise	\$94,014.70	292,452	8 Yrs & 5 Mths	Kentucky
56.	Franchise	\$92,079.91	541,205	0 Yrs & 11 Mths	Texas
57.	Franchise	\$85,785.00	142,451	7 Yrs & 11 Mths	Arizona
58.	Franchise	\$80,944.69	1,017,432	1 Yrs & 8 Mths	Georgia
59.	Franchise	\$80,748.55	493,378	0 Yrs & 11 Mths	Iowa
60.	Franchise	\$71,188.90	194,312	4 Yrs & 3 Mths	Missouri
61.	Franchise	\$65,689.38	318,668	3 Yrs & 0 Mths	Missouri
62.	Franchise	\$64,729.98	498,845	0 Yrs & 9 Mths	Arizona
63.	Franchise	\$58,511.50	441,158	0 Yrs & 4 Mths	Wisconsin
64.	Franchise	\$49,450.62	339,240	1 Yrs & 5 Mths	South Carolina
65.	Franchise	\$41,130.11	408,793	0 Yrs & 5 Mths	Texas
66.	Franchise	\$25,053.63	561,891	0 Yrs & 11 Mths	Florida
67.	Franchise	\$18,275.00	386,126	2 Yrs & 1 Mths	South Carolina
68.	Franchise	\$9,564.74	902,894	0 Yrs & 8 Mths	Washington D.C.
69.	Franchise	\$6,869.25	294,044	0 Yrs & 5 Mths	Illinois
70.	Franchise	\$4,337.35	308,825	0 Yrs & 4 Mths	North Carolina
71.	Franchise	\$2,667.95	604,496	0 Yrs & 4 Mths	New Jersey

Section B. Change in Percent of Systemwide Gross Revenues from 2024 to 2025 for Franchise Qualifying Businesses

The table below shows the difference in percent of total systemwide Gross Revenues between all franchised Squeegee Squad Businesses operating in 2025 and all franchised Squeegee Squad Businesses operating in 2024. The change in percent was calculated by aggregating the 2025 Gross Revenue of all franchised Squeegee Squad Businesses operating in 2025 and dividing it by the aggregate 2024 Gross Revenue of all franchised Squeegee Squad Businesses operating in 2024.

	Percent Change
Change in % of Systemwide Gross Revenue from 2024 to 2025	25.4%

Some Businesses have sold the amounts listed above. Your individual results may differ. There is no assurance that you'll sell as much.

Other than the preceding financial performance representations, we do not make any financial performance representations. We also do not authorize our employees or representatives to make any such representations either orally or in writing. If you are purchasing an existing outlet, however, we may provide you with the actual records of that outlet. If you receive any other financial performance information or projections of your future income, you should report it to the franchisor's management by contacting contact Jack Ruegsegger, 8427 172nd Ave NE, Columbus, MN 55025, or Joe Ruegsegger, 30 Water St. W., St. Paul, Minnesota 55107, or Joe Antonello 9873 55th St. N., Lake Elmo, MN 55042, or 763-286-3465, 612-919-7130, or 612-859-3013the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20. OUTLETS AND FRANCHISEE INFORMATION

Table No. 1
System-Wide Outlet Summary
For years 2023 to 2025

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2023	49	59	+10
	2024	59	70	+11
	2025	70	83	+13
Company-Owned	2023	2	3	+1
	2024	3	1	-2
	2025	1	1	0
Total Outlets	2023	51	62	+11
	2024	62	71	+9
	2025	71	84	+13

All numbers are as of December 31 of each calendar year.

Table No. 2
Transfers of Outlets From Franchisee
to New Owners (Other than the Franchisor)
For years 2023 to 2025

State	Year(1)	Number of Transfers
Georgia	2023	0
	2024	0
	2025	1
Ohio	2023	0
	2024	0
	2025	1
Illinois	2023	1
	2024	0
	2025	1
Texas	2023	0
	2024	1
	2025	1
TOTAL	2023	1

State	Year(1)	Number of Transfers
	2024	1
	2025	4

Table No. 3
Status of Franchised Outlets
For years 2023 to 2025

State	Year	Outlets at the Start of the Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations / Other Reasons	Outlets at the End of the Year
Alabama	2023	0	2	0	0	0	0	2
	2024	2	1	0	0	0	0	3
	2025	3	0	0	0	0	0	3
Arizona	2023	2	0	0	0	0	0	2
	2024	2	0	0	0	0	0	2
	2025	2	1	0	0	0	0	3
Arkansas	2023	1	0	1	0	0	0	0
	2024	0	1	0	0	0	0	1
	2025	1	0	0	0	0	0	1
California	2023	0	0	0	0	0	0	0
	2024	0	0	0	0	0	0	0
	2025	0	1	0	0	0	0	1
Colorado	2023	2	0	0	0	0	0	2
	2024	2	0	0	0	0	0	2
	2025	2	0	0	0	0	0	2
District of Columbia	2023	0	0	0	0	0	0	0
	2024	0	0	0	0	0	0	0
	2025	0	1	0	0	0	0	1
Florida	2023	7	3	0	0	0	0	10
	2024	10	3	0	0	0	0	13
	2025	13	2	2	0	0	0	13
Georgia	2023	2	1	0	0	0	0	3
	2024	3	1	0	0	0	0	4
	2025	4	1	0	0	0	0	5
Illinois	2023	5	0	0	0	0	0	5
	2024	5	0	0	0	0	0	5
	2025	5	0	0	0	0	0	5

State	Year	Outlets at the Start of the Year	Outlets Opened	Termina- tions	Non- Renewals	Reacquired by Franchisor	Ceased Operations / Other Reasons	Outlets at the End of the Year
Indiana	2023	0	0	0	0	0	0	0
	2024	0	1	0	0	0	0	1
	2025	1	0	0	0	0	0	1
Iowa	2023	2	0	0	0	1	0	1
	2024	1	0	1	0	0	0	0
	2025	0	1	0	0	0	0	1
Kansas	2023	3	0	0	0	0	0	3
	2024	3	0	0	0	0	0	3
	2025	3	0	0	0	0	0	3
Kentucky	2023	3	0	0	0	0	0	3
	2024	3	0	1	0	0	0	2
	2025	2	1	0	0	0	0	3
Louisiana	2023	1	1	0	0	0	0	2
	2024	2	0	0	0	0	0	2
	2025	2	0	0	0	0	0	2
Maine	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
Michigan	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
Minnesota	2023	5	0	0	0	0	0	5
	2024	5	0	1	0	0	0	4
	2025	4	0	0	0	0	0	4
Missouri	2023	4	0	0	0	0	0	4
	2024	4	0	0	0	0	0	4
	2025	4	0	0	0	0	0	4
Nebraska	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
New Jersey	2023	0	0	0	0	0	0	0
	2024	0	0	0	0	0	0	0
	2025	0	1	0	0	0	0	1

State	Year	Outlets at the Start of the Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations / Other Reasons	Outlets at the End of the Year
North Carolina	2023	0	0	0	0	0	0	0
	2024	0	1	0	0	0	0	1
	2025	1	1	0	0	0	0	2
North Dakota	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
Ohio	2023	0	0	0	0	0	0	0
	2024	0	1	0	0	0	0	1
	2025	1	1	0	0	0	0	2
Oklahoma	2023	1	0	0	0	0	0	1
	2024	1	1	0	0	0	0	2
	2025	2	0	0	0	0	0	2
Pennsylvania	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
South Carolina	2023	0	1	0	0	0	0	1
	2024	1	1	0	0	0	0	2
	2025	2	0	0	0	0	0	2
South Dakota	2023	1	0	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
Tennessee	2023	0	1	0	0	0	0	1
	2024	1	1	0	0	0	0	2
	2025	2	0	0	0	0	0	2
Texas	2023	3	2	0	0	0	0	5
	2024	5	2	0	0	0	0	7
	2025	7	2	0	0	0	0	9
Virginia	2023	0	1	0	0	0	0	1
	2024	1	0	0	0	0	0	1
	2025	1	0	0	0	0	0	1
Washington	2023	0	0	0	0	0	0	0
	2024	0	0	0	0	0	0	0
	2025	0	1	0	0	0	0	1
Wisconsin	2023	2	0	0	0	0	0	2

State	Year	Outlets at the Start of the Year	Outlets Opened	Terminations	Non-Renewals	Reacquired by Franchisor	Ceased Operations / Other Reasons	Outlets at the End of the Year
	2024	2	0	0	0	0	0	2
	2025	2	1	0	0	0	0	3
TOTAL	2023	49	12	1	0	1	0	59
	2024	59	14	3	0	0	0	70
	2025	70	15	2	0	0	0	83

All numbers are as of December 31 of each calendar year.

Table No. 4
Status of Company-Owned Outlets
For years 2023 to 2025

State	Year	Outlets at the Start of the Year	Outlets Opened	Outlets Reacquired From Franchisees	Outlets Closed	Outlets Sold to Franchisees	Outlets at the End of the Year
Florida	2023	1	0	0	0	0	1
	2024	1	0	0	0	1	0
	2025	0	0	0	0	0	0
Iowa	2023	0	0	1	0	0	1
	2024	1	0	0	0	1	0
	2025	0	0	0	0	0	0
Minnesota*	2023	1	0	0	0	0	1
	2024	1	0	0	0	0	1
	2025	1	0	0	0	0	1
TOTAL	2023	2	0	1	0	1	2
	2024	2	0	1	0	0	3
	2025	3	0	0	0	2	1

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

*The outlet in Minnesota is operated by Joe's Window Cleaning, Inc., which became affiliated with JJFI in October 2021.

Table No. 5
Projected Openings as of December 31, 2025

State	Franchise Agreements Signed But Outlet Not Opened	Projected New Franchised Outlets in the Next Fiscal Year	Projected New Company-Owned Outlets in the Next Fiscal Year
Arizona	0	1	0
California	4	4	0

State	Franchise Agreements Signed But Outlet Not Opened	Projected New Franchised Outlets in the Next Fiscal Year	Projected New Company-Owned Outlets in the Next Fiscal Year
Michigan	0	1	0
Montana	0	1	0
Ohio	0	1	0
Texas	0	1	0
Virginia	1	1	0
Washington	2	0	0
Wyoming	1	0	0
TOTAL	8	10	0

Included in this disclosure document as Exhibit G is a list of the Squeegee Squad franchises in operation as of December 31, 2025. Also included within Exhibit G is a list of Franchisees (if any) that have had their agreement terminated, canceled, not renewed, or otherwise voluntarily or involuntarily ceased to do business under a Franchise Agreement between January 1, 2025 and December 31, 2025, and a list of any franchisees who have not communicated with us within 10 weeks of the Issuance Date of this disclosure document. If you buy a Squeegee Squad franchise, your contact information may be disclosed to other buyers when you leave the system.

In some instances, current and former franchisees sign provisions restricting their ability to speak openly about their experience with Squeegee Squad. You may wish to speak with current and former franchisees but be aware that not all such franchisees will be able to communicate with you. The Franchise Agreement requires franchisees to keep confidential our Operations Manual and other proprietary and trade secret information. We may also require franchise applicants to sign a confidentiality and non-disclosure undertaking, which requires applicants to keep confidential any proprietary and trade secret information of ours.

We are not aware of any trademark-specific franchisee organizations associated with the Squeegee Squad® franchise system.

ITEM 21. FINANCIAL STATEMENTS

Attached to this disclosure document as Exhibit F are our audited Financial Statements as of and for our fiscal years ended December 31, 2025, December 31, 2024, and December 31, 2023.

Unaudited financial statements for the period of January 1, 2026 through April 30, 2026 are also included in Exhibit F.

ITEM 22. CONTRACTS

Exhibit A is the Franchise Agreement (Including Personal Guaranty; Exhibit A – Territory; Exhibit B – Additional Territory Addendum; Exhibit C– Inter-Territory Referral Policy; Exhibit D – Form of Promissory Note; Exhibit E – EFT Authorization Form; Exhibit F – Subcontract Services Agreement)

Exhibit B is our current Software License Agreement.

Exhibit C contains the Agreements to be Signed by Franchisee, its Manager and/or Employees (Including Franchisee Questionnaire; Assignment of Phone Number; Authorization for Direct Payment; and the Confidentiality Agreement).

ITEM 23. RECEIPTS

Attached as Exhibit K are 2 copies of the detachable Receipt.

Exhibit A

FRANCHISE AGREEMENT

(Including Personal Guaranty; Exhibit A – Territory; Exhibit B – Additional Territory Addendum;
Exhibit C– Inter-Territory Referral Policy; Exhibit D – Form of Promissory Note; Exhibit E –
EFT Authorization Form; Exhibit F – Subcontract Services Agreement)

**SQUEEGEE SQUAD®
FRANCHISE AGREEMENT**

between

JACK & JOE'S FRANCHISING, INC.

d/b/a Squeegee Squad
8147 Maple Lane N
Maple Grove, MN 55311
800-927-4669

www.squeegeesquad.com

and

Name(s) of **Franchisee**

INITIAL BUSINESS ADDRESS:

Street

City	State	Zip Code
------	-------	----------

Telephone:	() Area Code	(-) Number
------------	------------------	-----------------

Fax:	() Area Code	(-) Number
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DATE OF FRANCHISE AGREEMENT

_____, 20____

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PERSONAL GUARANTY

Exhibit A – TERRITORY

Exhibit B – ADDITIONAL TERRITORY ADDENDUM

Exhibit C – INTER-TERRITORY REFERRAL POLICY

Exhibit D – FORM OF PROMISSORY NOTE

Exhibit E – EFT AUTHORIZATION FORM

Exhibit F – SUBCONTRACT SERVICES AGREEMENT

SQUEEGEE SQUAD®
FRANCHISE AGREEMENT

THIS FRANCHISE AGREEMENT (this “Agreement”) is made and entered into to be effective as of this _____ day of _____, 20__ by and between **JACK & JOE’S FRANCHISING, INC.**, a Minnesota corporation, hereinafter referred to as “JJFI”, and _____, a _____ hereinafter referred to as the “Franchisee.”

R E C I T A L S:

A. JJFI has developed a business concept for operating residential and commercial window cleaning service businesses of a distinctive character and quality under the name “Squeegee Squad” (hereinafter referred to as the “Business System” as defined in Article 1 below) and has publicized the name Squeegee Squad to the public and other businesses as an organization of businesses operating under the Business System; and

B. JJFI represents that it has the right and the authority to license the use of the name Squeegee Squad, and certain other trademarks, trade names, service marks, slogans, logos and commercial symbols (hereinafter referred to as the “Marks”) for use in connection with the businesses operated in conformity with the Business System to selected persons, businesses or entities who will comply with JJFI’s uniformity requirements and quality standards; and

C. The Franchisee desires to operate a business using the name Squeegee Squad and the other Marks within the Territory set forth in Article 1 in conformity with the Business System and JJFI’s uniformity requirements and quality standards as established and promulgated from time to time by JJFI (hereinafter referred to as a “Squeegee Squad Business” or the “Business”); and

D. The Franchisee has had a full and adequate opportunity to read and review this Agreement and to be thoroughly advised of the terms and conditions of this Agreement by an attorney or other personal advisor, and has had sufficient time to evaluate and investigate the Business System, the financial requirements and the economic and business risks associated with the Business System; and

E. JJFI is willing to provide the Franchisee with marketing, advertising, operational and other business information and “know-how” about the Business that has been developed by JJFI over time and at a significant cost and investment to JJFI; and

F. The Franchisee acknowledges that it would take substantial capital and human resources to develop a business similar to the Business and as a result, desires to acquire from JJFI the right to use the Marks and the Business System and to own and operate a Squeegee Squad Business subject to and under the terms and conditions set forth in this Agreement; and

G. The Franchisee acknowledges that JJFI would not grant the Franchise to the Franchisee or provide the Franchisee with any business information or operational know-how about the Business and the Business System unless the Franchisee agreed to comply in all respects with the terms and conditions of this Agreement and to pay the Initial Franchise Fee, the Continuing Fees and Advertising Fees, all as defined below, and the other fees and payments specified in this Agreement and any other agreements executed in connection with this Agreement; and

H. The Franchisee acknowledges that JJFI may designate an Area Director to serve as its representative in providing support services to the Franchisee and its Business.

NOW, THEREFORE, in consideration of the mutual promises and covenants set forth in this Agreement and for other good and valuable consideration, the parties hereby contract as follows:

ARTICLE 1

DEFINITIONS

For purposes of this Agreement, the following words will have the following definitions:

1.1. ABANDON. “Abandon” will mean the conduct of the Franchisee, including acts of omission as well as commission, indicating the willingness, desire or intent of the Franchisee to discontinue operating the Franchisee’s Business in accordance with the quality standards, uniformity requirements and the Business System as set forth in this Agreement and the Manuals.

1.2. BUSINESS SYSTEM. “Business System” will mean the distinctive business products and services which are associated with JJFI’s trademarks, trade names, service marks, copyrights, decor, slogans, signs, logos and commercial symbols. “Business System” will include all of the uniformity requirements, standards of quality, procedures, specifications and instructions promulgated by JJFI.

1.3. COMPETITIVE BUSINESS. “Competitive Business” will mean a business that provides the public with residential and/or commercial window cleaning products or services or rooftop anchor certification and inspection services.

1.4. CONTROL OR CONTROLLED. “Control” or “controlled” will mean the record ownership of ownership interests in an entity equal to not less than 51% of all ownership interests in such entity.

1.5. DESIGNATED MARKET AREA. “Designated Market Area” or “DMA” will mean each television market exclusive of another based upon a preponderance of television viewing hours as defined by ratings service utilized by JJFI or its designated advertising agency.

1.6. FINANCIAL STATEMENTS. “Financial statements” will mean a balance sheet, profit and loss statement, statement of cash flows and footnotes prepared in accordance with generally accepted accounting principles applied on a consistent basis.

1.7. FRANCHISE. “Franchise” will mean the right granted by JJFI to the Franchisee authorizing the Franchisee to operate a Squeegee Squad Business in conformity with the Business System using the name “Squeegee Squad” and the other Marks.

1.8. MANAGER or GENERAL MANAGER. “Manager” or “General Manager” will mean that individual, designated by the Franchisee, who will be responsible on a full-time basis for the overall management of the Franchisee’s business, including responsibility for operations and sales.

1.9. MARKS. “Marks” will include the name “Squeegee Squad” and such other trademarks, trade names, service marks, logos and commercial symbols as JJFI has or may develop for use in connection with the Businesses operated in conformity with the Business System, including JJFI’s uniformity requirements and quality standards.

1.10. GROSS REVENUES. “Gross Revenues” will mean the total dollar income resulting from all sales made to customers or clients of the Franchisee’s Squeegee Squad Business, and of any other business of the Franchisee or any entity owned or controlled by or under common control with the Franchisee that offers any of the same or similar products or services as a Squeegee Squad Business, for all products and services

including, without limitation, residential and commercial window cleaning services, whether made for cash or credit. "Gross Revenues" will not include any sales, use or gross receipts tax imposed by any federal, state, municipal or governmental authority directly upon sales, if: (A) the amount of the tax is added to the selling price and is expressly charged to the customer; (B) a specific record is made at the time of each sale of the amount of such tax; and (C) the amount of such tax is paid to the appropriate taxing authority.

1.11. SHAREHOLDER. "Shareholder" will mean any individual or entity who owns shares of capital stock in the Franchisee, if the Franchisee is a corporation.

1.12. WEEK. "Week" will mean 7 consecutive days beginning on Monday and ending on Sunday.

1.13. PERSONAL GUARANTORS. "Personal Guarantors" will mean any persons executing the Personal Guaranty and Agreement to be Bound Personally by the Terms and Conditions of the Franchise Agreement, attached to this Agreement, which would include all holders of ownership interests in any entity which is the Franchisee, any spouse of any individual that is the Franchisee, and any other individual guaranteeing the obligations of the Franchisee under this Agreement.

1.14. NATIONAL ACCOUNTS. "National Accounts" will mean those customers or accounts that JJFI designates, in its sole and absolute discretion, as desiring central billing accounts, that have at least twenty (20) locations, or as JJFI otherwise designates, and such locations are located in more than one franchised or company-owned territory or market.

ARTICLE 2

GRANT OF FRANCHISE; TERRITORY

2.1. FRANCHISED TERRITORY. JJFI hereby grants to the Franchisee the personal right to operate one Squeegee Squad Business in conformity with the Business System using the name "Squeegee Squad" and the other Marks in the specific Territory described on Exhibit A attached hereto and incorporated herein by reference, hereinafter referred to as the "Territory". The Franchisee must operate from a business office. The business office must be located in the Territory, unless JJFI approves otherwise, in writing. The business office may be located in a commercial or industrial building or in a residence owned by Franchisee or a Personal Guarantor.

2.2. ADDITIONAL TERRITORY. At the time this Agreement is made, or during its term, JJFI and Franchisee may amend this Agreement to increase the size of the Territory for an additional fee ("Additional Territory Fee"). Any such change must be made pursuant to a written Additional Territory Addendum, in the form attached to this Agreement as Exhibit B. Depending upon the geographic and demographic characteristics of the resulting Territory, JJFI may require the Franchisee to open and maintain an additional business office, and if so required, the Franchisee will open and maintain such additional business office at the time that additional territory is added.

2.3. NO EXCLUSIVITY; RESERVATION OF RIGHTS. During the term of this Agreement, neither JJFI, its affiliate(s) nor any other Squeegee Squad franchisee shall have the right to own or operate a Squeegee Squad Business located in the Territory or the right to market window cleaning and other Squeegee Squad services under the name Squeegee Squad within the Territory, without the prior consent of the Franchisee. The right granted under this Agreement to perform window cleaning and other Squeegee Squad services within the Territory is not, however, exclusive. JJFI and its affiliate(s) will have the right, directly or by appointment of franchisees or licensees other than the Franchisee, to: (A) use the name "Squeegee Squad," and the other Marks and the Business System outside of the boundaries of the Territory; (B) subject to and in accordance with Article 11.11 and 11.12 below, operate a business offering high-rise window cleaning

services or Rooftop Anchor Inspection and Certification Services (as defined below) within the Territory using the name “Squeegee Squad” and the other Marks, or any other trademarks or trade names; (C) market, distribute and sell window cleaning products and other products and merchandise under the name “Squeegee Squad” and the other Marks, through channels of distribution other than the operation of a window cleaning business, such as (but not limited to) sales at hardware stores, grocery stores, thrift stores, gas stations, and other retail outlets; and (D) locate a business, sell products, and perform services (including window cleaning services and related products and services) within the Territory under any name or trademark other than the Marks. JJFI, a JJFI affiliate, or any Squeegee Squad franchisee may also perform requested window cleaning and other Squeegee Squad services utilizing the Marks inside the Territory, but only in accordance with the Squeegee Squad Inter-Territory Referral Policy in effect at the time such service is to be performed; and (E) to directly or indirectly provide services to National Accounts located inside or outside the Territory, as further described in Article 2.6. A copy of the current Squeegee Squad Inter-Territory Referral Policy is attached hereto as Exhibit C. JJFI has the right to modify the Squeegee Squad Inter-Territory Referral Policy from time to time.

2.4. CONDITIONS. The Franchisee hereby undertakes the obligation to operate a Squeegee Squad Business using the Business System within the Territory in strict compliance with the terms and conditions of this Agreement for the entire term of this Agreement. The rights and privileges granted to the Franchisee by JJFI under this Agreement are personal in nature and, subject to the provisions of Articles 2.2 and 2.3 above, are applicable only in the Territory and may not be used elsewhere or at any other location or within any other territory by the Franchisee without the permission of JJFI.

2.5. PERSONAL LICENSE. The Franchisee will not have the right to franchise, subfranchise, license or sublicense its rights under this Agreement. The Franchisee will not have the right to assign or transfer this Agreement or its rights under this Agreement, except as specifically provided in this Agreement.

2.6. NATIONAL ACCOUNTS. In addition to the reserved rights outlined in Article 2.3 above, JJFI has the right to sell and enter into agreements with National Accounts, both inside and outside the Territory. If a National Account is located inside the Territory, JJFI will offer the Franchisee the option to participate in the national accounts program (the “National Accounts Program”) and service that National Account. Should the Franchisee choose to participate in the National Accounts Program, the Franchisee must comply with the terms of the National Accounts Program as described in JJFI’s Manual or as JJFI otherwise describes in writing and must pay JJFI any then-current fees associated with the National Accounts Program. The Franchisee understands that Franchisor will establish the rules under which the Franchisee will participate, and be compensated for by JJFI, in the National Accounts Program and that JJFI may terminate, modify or replace the National Accounts Program at any time. If a National Account contacts the Franchisee directly, the Franchisee must refer the National Account to JJFI or its designee. JJFI will negotiate all contracts with National Accounts and the Franchisee will not have any right to negotiate any contract or provide services to the National Account without JJFI’s express written consent. If the Franchisee elects to not participate in the National Accounts Program, if JJFI determines that the Franchisee is unwilling or unable to service a National Account, or if a National Account requests that the Franchisee not service that account, then JJFI may assign the job to another franchisee, its affiliates, or service the National Account itself.

ARTICLE 3

TERM OF FRANCHISE; FRANCHISEE'S RIGHT OF FIRST REFUSAL

3.1. TERM. The term of this Agreement will be for 15 years, and will commence on the date set forth on Page 1 of this Agreement. This Agreement will not be enforceable until it has been signed by both the Franchisee and JJFI, and until the signed Agreement has been delivered to the Franchisee.

3.2. CONDITIONS TO RIGHT OF FIRST REFUSAL. At the end of the term of this Agreement, the Franchisee will have a right of first refusal to reacquire the Franchise for 2 additional terms of 5 years each, provided that the Franchisee has agreed to and has complied in all respects with the following conditions:

- (A) The Franchisee has given JJFI written notice at least 180 days prior to the end of the term of this Agreement of its intention to reacquire the Franchise for the Territory;
- (B) The Franchisee has complied with all of the terms and conditions of this Agreement and has complied with JJFI's operating and quality standards and procedures;
- (C) All monetary obligations owed by the Franchisee to JJFI and any affiliate of JJFI have been paid or satisfied prior to the end of the term of this Agreement and have been timely met throughout the term of this Agreement;
- (D) The Franchisee agrees to execute and comply with the then-current standard Franchise Agreement then being offered to new franchisees by JJFI, subject further to the provisions of Article 3.3 of this Agreement, and executes such agreement at least 90 days prior to the expiration of this Agreement;
- (E) The Franchisee pays to JJFI, simultaneously with the execution and delivery of the then-current standard Franchise Agreement, a renewal fee in the amount of \$1,500;
- (F) At the time of the exercise of such right of first refusal and prior to the end of the term of this Agreement, the Franchisee has not received 3 or more notices of default from JJFI during any 12-month period during the term of this Agreement; and
- (G) The Franchisee agrees to complete and does successfully complete to JJFI's reasonable satisfaction, prior to commencement of the renewal term, any training program JJFI may prescribe, attendance at such training program to be at the sole expense of the Franchisee including, but not limited to, all expenses of transportation and lodging.

3.3. TERMS OF RIGHT OF FIRST REFUSAL. The Franchisee will have a right of first refusal to reacquire the Franchise for the Territory under the same terms and conditions then being offered to other franchisees by JJFI under JJFI's then-current standard Franchise Agreement. If the Franchisee exercises its right of first refusal to reacquire the Franchise for the Territory and executes the then-current standard Franchise Agreement, then the Franchisee will not be required to pay the Initial Franchise Fee, if any, specified in the then-current standard Franchise Agreement. The Franchisee will, however, be required to pay a renewal fee of \$1,500, the Continuing Fees, Advertising Fees and all other fees at the rates specified in the then-current standard Franchise Agreement, and to pay any additional fees not specified or provided in this Agreement but which are required to be paid to JJFI or others by the terms of the then-current standard Franchise Agreement. JJFI will not offer to sell the Franchise for the Territory at the end of the term of this Agreement to any other person or entity on more favorable terms or conditions than those being offered to the Franchisee. The

Franchisee acknowledges that the terms, conditions, capital requirements, equipment costs and economics of subsequent Franchise Agreements and the then-current standard Franchise Agreement of JJFI may, at that time, vary in substance and form from the terms, conditions and economics of this Agreement.

ARTICLE 4

LICENSING OF MARKS AND BUSINESS SYSTEM TO FRANCHISEE

4.1. FRANCHISOR'S RIGHT TO LICENSE MARKS. JJFI warrants that it has the right to grant the Franchise and, except as provided herein, to license the Marks and the Business System to the Franchisee. Any and all improvements made by the Franchisee relating to the Marks or the Business System will be the sole and absolute property of JJFI who will have the exclusive right to register and protect all such improvements in its name in accordance with applicable law. The Franchisee's right to use and identify with the Marks and the Business System will exist concurrently with the term of this Agreement and such use by the Franchisee will inure exclusively to the benefit of JJFI.

4.2. CONDITIONS TO LICENSE OF MARKS. JJFI hereby grants to the Franchisee the nonexclusive personal right to use the Marks and the Business System in accordance with the provisions of this Agreement. The Franchisee's nonexclusive personal right to use the name "Squeegee Squad" as the name of the Franchisee's Business and its right to use the Marks and the Business System applies only to the Franchisee's Squeegee Squad Business within the Territory and such rights will exist only so long as the Franchisee fully performs and complies with all of the conditions, terms and covenants of this Agreement. The Franchisee will not have or acquire any rights in any of the Marks or the Business System other than the right of use as provided herein. The Franchisee will have the right to use the Marks and the Business System only in the manner prescribed, directed and approved by JJFI in writing. JJFI has the right to determine if the acts of the Franchisee infringe upon or demean the goodwill, uniformity, quality or business standing associated with the Marks or the Business System, and if JJFI makes such a determination, then the Franchisee will, upon written notice from JJFI, immediately modify its use of the Marks or the Business System in the manner prescribed by JJFI in writing. Any and all goodwill associated with the Marks and the Business System will inure exclusively to JJFI's benefit and, upon the expiration or termination of this Agreement, no monetary amount will be assigned as attributable to any goodwill associated with the Franchisee's use of the Marks and the Business System. The Franchisee will at no time take any action whatsoever to contest the validity or the ownership of JJFI's Marks and Business System and the goodwill associated therewith.

4.3. RESTRICTIONS ON INTERNET AND WEBSITE USE. JJFI retains the exclusive right to advertise the Business System on the internet and to create, operate, maintain and modify, or discontinue the use of, a website using the Marks. The Franchisee has the right to personally access JJFI's website. Except as JJFI may authorize in writing, however, the Franchisee will not: (1) link or frame JJFI's website; (2) conduct any business or offer to sell or advertise any products or services on the internet (or other existing or future form of electronic communications); and (3) create or register any internet domain name in connection with the Franchisee's Squeegee Squad Business. The Franchisee will not register, as internet domain names, any of the Marks now or hereafter owned by JJFI or any abbreviation, acronym or variation of the Marks, or any other name that could be deemed confusingly similar.

4.4. ADVERSE CLAIMS TO MARKS. If there are any claims by any third party that its rights to any or all of the Marks are superior to those of JJFI, then JJFI has the right to determine whether such claims may have merit. If there occurs any such third-party claim and if JJFI determines that such claim may have merit, or if there is an adjudication by a court of competent jurisdiction that any party's rights to the Marks are superior to those of JJFI, then upon written notice from JJFI, the Franchisee will, at its sole expense, immediately adopt and use the changes and amendments to the Marks that are specified by JJFI in writing. In

that event, the Franchisee will immediately cease using the Marks specified by JJFI, and will, as soon as reasonably possible, commence using the new trademarks, trade names, service marks, logos, designs and commercial symbols designated by JJFI in writing in connection with all advertising, marketing and promotion of the Franchisee's Business. The Franchisee will not make any changes or amendments whatsoever to the Marks or the Business System unless specified or approved in advance by JJFI in writing.

4.5. DEFENSE OR ENFORCEMENT OF RIGHTS TO MARKS OR BUSINESS SYSTEM. The Franchisee will have no right to and will not defend or enforce any rights associated with the Marks or the Business System in any court or other proceedings for or against imitation, infringement, prior use or for any other claim or allegation. The Franchisee will give JJFI prompt and immediate written notice of any and all claims or complaints made against or associated with the Marks and the Business System and will, without compensation for its time and at its expense, cooperate in all respects with JJFI in any lawsuits or other proceedings involving the Marks and the Business System. JJFI will have the right to determine whether it will commence any action or defend any litigation involving the Marks and/or the Business System, and the cost and expense of all litigation incurred by JJFI, including attorneys' fees and interest on such cost, expenses, and fees, specifically relating to the Marks or the Business System will be paid by JJFI.

4.6. TENDER OF DEFENSE. If the Franchisee is named as a defendant or party in any action involving the Marks or the Business System and if the Franchisee is named as a defendant or party solely because the plaintiff or claimant is alleging that the Franchisee does not have the right to use the Marks or the Business System licensed by JJFI to the Franchisee within the Territory pursuant to this Agreement, then the Franchisee will have the right to tender the defense of the action to JJFI and JJFI will, at its expense, defend the Franchisee in the action providing that the Franchisee has tendered the action to JJFI within 10 days after receiving service of the summons and complaint involving the action. JJFI will indemnify and hold the Franchisee harmless from any damages assessed against the Franchisee in any actions resulting solely from the Franchisee's use of the Marks and the Business System within the Territory if the Franchisee has tendered the defense of the action to JJFI.

4.7. FRANCHISEE'S RIGHT TO PARTICIPATE IN LITIGATION. The Franchisee may, at its expense, retain an attorney to represent it individually in all litigation and court proceedings involving the Marks or the Business System, and may do so with respect to matters involving only the Franchisee (i.e. not involving JJFI or its interests); however, JJFI and its attorneys will control and conduct all litigation involving the Marks or the Business System. Except as provided for herein, JJFI will have no liability to the Franchisee for any costs that the Franchisee may incur in any litigation involving the Marks or the Business System, and the Franchisee will pay for all costs, including attorneys' fees, that it may incur in any litigation or proceeding arising as a result of matters referred to under this Article, unless it tenders the defense to JJFI in a timely manner as provided for herein.

ARTICLE 5

INITIAL FRANCHISE FEE; APPROVAL OF FRANCHISEE

5.1. INITIAL FRANCHISE FEE; USE OF INITIAL FRANCHISE FEE. The Franchisee will pay JJFI an Initial Franchise Fee of \$50,000, all of which will be due and payable on the date this Agreement is executed by the Franchisee. If Franchisee chooses to purchase more than one territory, the Initial Franchise Fee will be \$45,000 for the second territory, and \$40,000 for the third territory and each additional territory. The Initial Franchise Fee payable by the Franchisee is payment, in part, to JJFI for the costs incurred by JJFI to operate its business, including costs for general sales and administrative expenses, market research, travel, training, marketing and promotion, legal and accounting fees, compliance with federal and state franchising and other laws, and the initial services rendered by JJFI to the Franchisee as set forth in this Agreement. The

Initial Franchise Fee is fully earned upon execution of this Agreement and is nonrefundable, except as set forth in Article 5.3 below.

5.2. FRANCHISOR'S UNILATERAL RIGHT TO REJECT FRANCHISEE. JJFI has the right to reject or disapprove the Franchisee and to cancel this Agreement at any time within 60 days after the date of this Agreement if JJFI determines, in the exercise of JJFI's absolute judgment which shall not be subject to any limitation or review, that: (A) any required or other financial, personal or other information provided by the Franchisee to JJFI is materially false, misleading, incomplete or inaccurate; or (B) the Franchisee or the Franchisee's Manager is not qualified or competent to properly manage or operate the Franchisee's Squeegee Squad Business because such person has failed to successfully complete JJFI's training program, or because the Franchisee or the Franchisee's Manager is deemed by JJFI to be incapable of successfully completing JJFI's training program. If the Franchisee's Manager fails to complete training, the Franchisee will have 30 days to hire and schedule the new Manager for training.

5.3. REFUND OF INITIAL FRANCHISE FEE. If the Franchisee is rejected by JJFI pursuant to Article 5.2, then the Initial Franchise Fee paid by the Franchisee pursuant to Article 5.1 will be refundable to the Franchisee after JJFI deducts all reasonable administrative and out-of-pocket expenses incurred by JJFI including, but not limited to, executives' and employees' salaries, costs for salespersons' commissions, attorneys' fees, accountants' fees, travel expenses, training costs, marketing costs, and telecommunications charges. The Franchisee will be notified by JJFI in writing if the Franchisee is disapproved by JJFI pursuant to Article 5.2, and JJFI will provide the Franchisee with a written accounting of the administrative and out-of-pocket expenses that were incurred by JJFI and deducted from the Initial Franchise Fee paid by the Franchisee.

ARTICLE 6

CONTINUING FEES

6.1. AMOUNT OF CONTINUING FEES. The Franchisee shall, for the entire term of this Agreement, pay JJFI weekly Continuing Fees equal to a percentage of the Franchisee's total weekly Gross Revenues. The percentage of Gross Revenues used to compute the weekly Continuing Fee shall vary based on the annual Gross Revenues achieved by Franchisee, as follows:

- (A) Tier 6. (Annual Gross Revenues up to \$100,000): the Continuing Fee percentage shall be 8% for Gross Revenues of up to \$100,000 during the calendar year;
- (B) Tier 5. (Annual Gross Revenues of at least \$100,001): the Continuing Fee percentage will be lowered to 7% if the Franchisee achieves annual Gross Revenues of at least \$100,001 for the calendar year, and shall remain at 7% until the Franchisee either: (a) achieves the Tier 4 Gross Revenue threshold amount (below) or (b) fails to maintain annual Gross Revenues at the Tier 5 level or higher for any subsequent calendar year, at which time the percentage will be raised to the Tier 6 amount;
- (C) Tier 4. (Annual Gross Revenues of at least \$250,001): the Continuing Fee percentage will be lowered to 6% if the Franchisee achieves annual Gross Revenues of at least \$250,001 for the calendar year, and shall remain at 6% until the Franchisee either: (a) achieves the Tier 3 Gross Revenue threshold amount (below) or (b) fails to maintain annual Gross Revenues at the Tier 4 level or higher for any subsequent calendar year, at which time the percentage will be raised to the Tier 5 or Tier 6 amount;

- (D) Tier 3. (Annual Gross Revenues of at least \$500,001): the Continuing Fee percentage will be lowered to 5% if the Franchisee achieves annual Gross Revenues of at least \$500,001, and shall remain at 5% until the Franchisee either: (a) achieves the Tier 2 Gross Revenue threshold amount (below) or (b) fails to maintain annual Gross Revenues at the Tier 3 level or higher for any subsequent calendar year, at which time the percentage will be raised to the Tier 4, Tier 5 or Tier 6 percentage, as applicable;
- (E) Tier 2. (Annual Gross Revenues of at least \$1,000,000): the Continuing Fee percentage will be lowered to 4.5% if the Franchisee achieves annual Gross Revenues of at least \$1,000,000, and shall remain at 4.5% until the Franchisee either: (a) achieves the Tier 1 Gross Revenue threshold amount (below) or (b) fails to maintain annual Gross Revenues at the Tier 2 level or higher for any subsequent calendar year, at which time the percentage will be raised to the Tier 3, Tier 4, Tier 5 or Tier 6 percentage, as applicable;
- (F) Tier 1. (Annual Gross Revenues of at least \$2,000,001): the Continuing Fee percentage will be lowered to 4% if the Franchisee achieves annual Gross Revenues of at least \$2,000,001, and shall remain at 4% until the Franchisee either fails to maintain annual Gross Revenues at the Tier 1 level for any subsequent calendar year, at which time the percentage will be raised to the Tier 2, Tier 3, Tier 4, Tier 5, or Tier 6 percentage, as applicable.

In addition to all other rights granted to JJFI under this Agreement, JJFI reserves the right to require the Franchisee to pay an additional 2% on Gross Revenues that was generated from work performed outside of the Franchisee's Territory.

Continuing Fees paid by the Franchisee to JJFI will not be refundable to the Franchisee under any circumstances.

6.2. FRANCHISEE'S OBLIGATION TO PAY. The weekly Continuing Fees payable to JJFI under this Article will be calculated and paid to JJFI by the Franchisee on a weekly basis during the entire term of this Agreement. The Franchisee's obligation to pay JJFI the Continuing Fees pursuant to the terms of this Agreement will be absolute and unconditional, and will remain in full force and effect until the term of this Agreement has expired or is terminated pursuant to its terms. The Franchisee will not have the "right of offset" and, as a consequence, the Franchisee will timely pay all Continuing Fees due to JJFI under this Agreement regardless of any claims or allegations the Franchisee may allege against JJFI.

6.3. DATE AND TERMS OF PAYMENT. The Franchisee will pay the weekly Continuing Fees to JJFI on or before Friday of each week for the preceding week by pre-authorized electronic bank transfer from the Franchisee's account to the account of JJFI or as otherwise directed by JJFI. Any Continuing Fees not received by JJFI on or before Monday of each week for the preceding week will be past due. The Franchisee's report of Gross Revenues required under Article 13 of this Agreement will be submitted to JJFI on or before Monday of each week for the preceding week.

6.4. INTEREST ON UNPAID FEES. If the Franchisee fails to remit the Continuing Fees or any other fees or payments due to JJFI as provided in this Agreement, then the amount of the unpaid and past due Continuing Fees or other fees or payments will bear simple interest at the rate equal to the lesser of (A) the maximum legal interest rate allowable in the state in which the Franchisee's Business is located, or (B) 18% per annum. If the Franchisee does not submit a report of gross revenues pursuant to Article 13, then JJFI will have the right to estimate the amount of the Continuing Fees and Advertising Fees payable by the Franchisee, and to take and collect such estimated amounts from the Franchisee, together with interest accrued thereon, by pre-authorized bank transfer pursuant to Article 13 below, and the estimated unpaid weekly Continuing Fees and weekly Advertising Fees will bear interest at the rate set forth above.

6.5. ELECTRONIC TRANSFER, SERVICE CHARGE. All amounts payable to JJFI or its affiliates pursuant to any Article of this Agreement may be collected by JJFI via pre-authorized electronic funds transfer (EFT) from the Franchisee's account to the account of JJFI. JJFI will require Franchisee to sign an EFT authorization form, attached as Exhibit E, and such other documents as JJFI may periodically designate to authorize such transfer for funds and to charge Franchisee's account for all amounts Franchisee owe JJFI. In the event that any payment by or on behalf of the Franchisee to JJFI by EFT, check or any other method of payment fails for any reason, including but not limited to insufficient funds on the part of the payor, the Franchisee must pay JJFI a service charge of \$100. JJFI also reserves the right to require Franchisee to have a current credit card that is linked to Franchisee's Business on file with the JJFI, which the JJFI may use to charge Franchisee for any amounts owed under this Agreement.

6.6. COLLECTION COSTS. The Franchisee will pay JJFI for any and all costs incurred by JJFI in the collection of unpaid and past due Continuing Fees and any other fees or payments due under this Agreement, including, but not limited to, the amount of actual attorneys' fees paid by JJFI, deposition costs, expert witness fees, investigation costs, accounting fees, filing fees and travel expenses, and interest on such costs, fees, and expenses.

6.7. GROSS REVENUE REQUIREMENTS AND DEFAULT FEES. Franchisee must meet the Gross Revenue Requirements set forth in the chart below. For purposes of determining the Franchisee's compliance with this section, the Gross Revenues of the Business will be calculated for each 6-month period beginning January 1 and ending June 30, and each 6-month period beginning July 1 and ending December 31 (the "Calculation Periods"). Calculation of the Franchisee's Gross Revenues will commence with the first complete Calculation Period following the date that the Franchisee's Squeegee Squad Business first opened or was required to open under this Agreement, whichever is earlier, and will continue for the entire term of this Agreement. The Gross Revenues for the period of time after the Business first opens or is required to open, but before the first complete Calculation Period begins will not be used in determining the Franchisee's compliance with this section, although the Franchisee is nonetheless obligated to record and report such Gross Revenues in compliance with the provisions of this Agreement. Gross Revenues are defined in section 1.10 of this Agreement.

<u>Calculation Period</u>	<u>Gross Revenue Requirement</u>
Year 1	\$50,000
Year 2	\$100,000
Year 3	\$150,000
Year 4	\$200,000
Year 5 (& Beyond)	\$250,000

If, for any reason, the Franchisee does not meet the applicable Gross Revenue Requirement for the 1-year period under consideration, then, among all other rights and remedies available to JJFI upon a default by the Franchisee, the Franchisee shall be required to pay to JJFI 7% of the difference between the applicable Gross Revenue Requirement and the Franchisee's actual Gross Revenues for that period (the "Gross Revenue Default Fee"). In addition, JJFI has the right, but is not required, to: (i) modify or reduce the size of the Franchised Territories; or (ii) terminate the Franchise Agreement.

Additionally, if Franchisee fails to timely submit a Gross Revenue report (as described more fully in Section 13.4 of this Agreement) for a prior week, then JJFI will have the right to automatically withdraw from the Franchisee's bank account via EFT, or charge to a credit card that is linked to the Franchisee's Squeegee Squad Business, as a part of the Franchisee's Continuing Fee an amount equal to the greater of: (a) the weekly

pro-rata share of the Gross Revenue Requirement multiplied by 7%; or (b) the average weekly Gross Revenues reported in the last 12 months multiplied by 7%. Upon JJFI's subsequent receipt of the Franchisee's Gross Revenue report for that period, JJFI reserves the right, in addition to all other remedies available to JJFI, to withdraw from the Franchisee's account any difference between the amount that the Franchisee would have paid JJFI as a Continuing Fee for that week and the amount that the Franchisee actually collected for that week.

6.8. COMPUTER SOFTWARE LICENSE FEES. Franchisee must license or otherwise secure any software required by JJFI. Simultaneously with the execution of this Agreement by the Franchisee, the Franchisee must execute JJFI's current standard computer software license agreement (the "Software License Agreement") for use of JJFI's proprietary computer software. The Franchisee must comply with all terms and conditions of the Software License Agreement. In accordance with the Software License Agreement, the Franchisee will, upon execution of the agreement, pay JJFI or its designee an initial computer software license fee (the "Initial Software License Fee") of \$1,000. In addition to the Initial Software License Fee, the Franchisee will pay to JJFI or its designee the ongoing software licensing fees as required under Software License Agreement, which JJFI reserves the right to charge up to \$3,500 per year. The Initial Software License Fee is fully earned upon execution of this Agreement and the Software License Agreement and is nonrefundable unless the Franchisee or this Agreement is rejected pursuant to Article 5.2 above. If the Franchisee or this Agreement is rejected by JJFI pursuant to Article 5.2 above, then the Initial Software License Fee paid by the Franchisee pursuant to this Article 6.8 will be refunded to the Franchisee upon receipt by JJFI of all copies of the applicable software. In addition to using any software required by JJFI, Franchisee may, but is not obligated to, utilize other software recommended by JJFI. Franchisee must sign any agreement necessary to acquire or otherwise access the recommended third-party software. If Franchisee opts to use the recommended third-party software, Franchisee must, as JJFI designates, pay the third-party supplier, or pay JJFI for remittance to the third-party supplier, any fees associated with the recommended software.

ARTICLE 7

ADVERTISING; ADVERTISING FEES

7.1. APPROVAL OF ADVERTISING. The Franchisee will use its best efforts to advertise and promote its Squeegee Squad Business. With the exception of the advertising materials provided to the Franchisee by JJFI, all concepts, materials or media proposed by the Franchisee for any advertising, promotion, or public relations program or campaign must have the prior written approval of JJFI. The Franchisee will not permit any third party to advertise its business, services or products through the Franchisee's Business without obtaining the prior written approval of JJFI.

7.2. WEEKLY ADVERTISING FEE. The Franchisee will, for the entire term of this Agreement, pay JJFI weekly Advertising Fees in an amount designated by JJFI, which shall not exceed 2.0% of the Franchisee's weekly Gross Revenues ("Advertising Fees"). The weekly Advertising Fees paid by the Franchisee to JJFI will be deposited in the Squeegee Squad National Advertising Fund and will not be refundable to the Franchisee under any circumstances.

7.3. USE OF FUNDS. Payments to the Squeegee Squad National Advertising Fund by the Franchisee and any other Squeegee Squad Franchisees will be used by JJFI to purchase and pay for product research and development, safety and service programs, production materials, ad slicks, brochures, services provided by advertising agencies and consultants, market research, customer retention, loyalty and incentive programs, radio and television commercials, internet and other advertising, promotions, marketing, public relations, telemarketing, communication and education, and for any other purpose deemed beneficial by JJFI, in the exercise of its absolute judgment which shall not be subject to any limitation or review, to the general

recognition and public awareness of the Marks and the Business System, and any administrative costs and expenses related to the foregoing. Without limiting the foregoing, funds in the Squeegee Squad National Advertising Fund may be used to pay for all telecommunication charges, office rental, furniture, fixtures and equipment, leasehold improvements, personnel, salaries, travel costs, office supplies, collection costs (including without limitation attorneys' fees) incurred in attempting to collect past-due weekly Advertising Fees from Franchisees and all other administrative costs associated with and incurred in connection with the Squeegee Squad National Advertising Fund. The Squeegee Squad National Advertising Fund will be administered and controlled exclusively by JJFI. JJFI will have the right to determine when, how and where any funds in the Squeegee Squad National Advertising Fund will be spent. JJFI will have the right to retain and pay agency fees to an advertising agency which is owned by, or is an affiliate of, JJFI or any of its principals. JJFI will have no fiduciary duty to the Franchisee with respect to collection or expenditure of the weekly Advertising Fees, and any advertising fund will not be a trust or escrow account.

7.4. OBLIGATION TO PAY. The weekly Advertising Fees payable to JJFI under this Article will be calculated and paid to JJFI by the Franchisee on a weekly basis during the entire term of this Agreement. The Franchisee's obligation to pay JJFI the Advertising Fees pursuant to the terms of this Agreement will be absolute and unconditional, and will remain in full force and effect until the term of this Agreement has expired or terminated pursuant to its terms. The Franchisee will not have the "right of offset" and, as a consequence, the Franchisee will timely pay all Advertising Fees due to JJFI under this Agreement regardless of any claims or allegations the Franchisee may allege against JJFI or the Squeegee Squad National Advertising Fund.

7.5. DATE AND TERMS OF PAYMENT. The Franchisee will pay the weekly Advertising Fees to JJFI on or before Monday of each week for the preceding week (a) by pre-authorized electronic bank transfer from the Franchisee's account to the account of JJFI or (b) by any other method directed by JJFI. Any Advertising Fees not received by JJFI on or before Monday of each week for the preceding week will be deemed to be past due and will bear interest and will be subject to service charges and collection costs as provided in Article 6.4, 6.5 and 6.6 above.

7.6. GRAND OPENING ADVERTISING. In addition to other marketing and advertising expenditures required by this Agreement, the Franchisee will be required to spend, at least 14 days prior to the opening of the Franchisee's Business, a minimum of \$6,000 for grand opening advertising, marketing, public relations and promotional programs for its Squeegee Squad Business. In the event that the Franchisee has not obtained approval of its grand opening advertising expenditures at least 21 days prior to the scheduled opening of its Business, JJFI has the right to require the Franchisee to pay the required amount to JJFI and, in such event, JJFI has the right to determine how to spend such funds on marketing efforts in the Territory.

7.7. LOCAL ADVERTISING. In addition to the weekly Advertising Fees, the Franchisee must spend, on a monthly basis during the term of this Agreement, an amount equal to 5% of the Franchisee's monthly Gross Revenues for approved advertising and promotion within the Franchisee's Territory. Within 30 days following the end of each year during the term of this Agreement, the Franchisee will furnish to JJFI, in the form prescribed by JJFI, an accurate accounting of the Franchisee's expenditures during the preceding year for approved advertising and promotion in the Territory. JJFI has the right, upon 30 days' written notice, to require the Franchisee to provide such information on a monthly or semiannual basis. In addition, JJFI has the right, upon 30 days' written notice, to require the Franchisee to pay up to 50% of the local advertising requirement (i.e., 1½ % of the Franchisee's monthly Gross Revenues) to JJFI for JJFI's use in conducting digital marketing or local advertising activities. If the Franchisee fails to spend such required minimum for approved advertising and promotion for any month, then, in addition to any other remedies available to JJFI under this Agreement, JJFI may collect the difference between such minimum and what was actually spent for approved advertising and promotion. Such amount will be utilized by JJFI within or outside the

Franchisee's Territory for advertising or promotion that JJFI deems, in the exercise of its absolute judgment which shall not be subject to any limitation or review, to be in the best interests of the Franchisee's Squeegee Squad Business. Also in addition to the weekly Advertising Fees and the required expenditure on local advertising activities described in this Section 7.7, Franchisee's Business must spend a minimum of 40 hours per week on approved marketing activities as set forth in JJFI's Manual or as otherwise specified in writing by JJFI.

7.8. LOCAL ADVERTISING GROUP. At such time as there are 2 or more Squeegee Squad Businesses (including the Franchisee's Squeegee Squad Business) in the Franchisee's DMA (as defined in Article 1.5 of this Agreement), JJFI will have the right to require that the Franchisee become a member of, participate in, and contribute to a local DMA advertising group ("Co-op") that will conduct and administer media advertising and promotions in the Franchisee's DMA. Each Co-op will have a membership with equal representation for each Squeegee Squad Business in the DMA, including any Squeegee Squad Business owned and operated in the DMA by JJFI. Each Co-op will submit each year an annual expenditure report to JJFI. The costs for the media advertising and promotions conducted by the Co-op will be allocated among and paid by the members of the Co-op, based either on a percentage of Gross Revenues or on a pro rata basis, the selection of which method to be determined by the majority of the members of the Co-op. Payments to the Co-op by the Franchisee for media advertising and promotion will be applied to the local advertising expenditures required under Article 7.7 above.

7.9. RIGHT TO BORROW FUNDS. If the Squeegee Squad National Advertising Fund does not contain sufficient funds to make the expenditures determined by JJFI, in the exercise of its absolute judgment which shall not be subject to any limitation or review, to be necessary or advisable, then JJFI will have the right, but not the obligation, to loan funds to the Squeegee Squad National Advertising Fund in an amount sufficient to cover such expenditures, and the loan (plus interest as provided herein) will be repaid from future payments to the Fund paid by all Squeegee Squad Businesses pursuant to their Franchise Agreements with JJFI. JJFI will have the right and option to either use its own funds, or borrow the necessary funds in the name of the Squeegee Squad National Advertising Fund from one or more financial institutions. The unpaid balance of any loan made by JJFI to the Fund will accrue and pay interest at either: (a) a rate equal to the prime rate plus 4%, if JJFI utilized its own funds for the loan; or (b) the rate equal to the rate of interest charged to JJFI by the financial institution for the amount of the loan, if JJFI borrowed the funds for the loan from a financial institution.

7.10. ACKNOWLEDGMENTS REGARDING NATIONAL ADVERTISING FUND. The Franchisee acknowledges and agrees that the Squeegee Squad National Advertising Fund is intended to maximize general recognition of the Marks and patronage of all of Squeegee Squad Businesses, including without limitation the Franchisee's Business. The Franchisee further acknowledges and agrees that JJFI has no obligation to ensure that the expenditures by the Squeegee Squad National Advertising Fund in or affecting any Territory or area will be proportionate to contributions by Squeegee Squad Franchisee or owners operating in that Territory or area or that any Squeegee Squad Franchisee benefit directly or in proportion to its contributions or from the development of advertising and marketing materials, the placement of advertising or otherwise. The Franchisee further acknowledges and agrees that JJFI is not required to spend any amount on advertising in the Territory, that JJFI uses the funds in the Squeegee Squad National Advertising Fund to develop advertising materials which are made available to the Franchisee, and that, in any event, the Franchisee will be liable for the costs of personalization, printing and shipping of advertising materials.

ARTICLE 8

CONFIDENTIAL STANDARD OPERATION MANUALS AND OTHER INFORMATION

8.1. COMPLIANCE WITH MANUALS. In order to protect the reputation and goodwill of JJFI, and to maintain uniform operating standards under the Marks and the Business System, the Franchisee will at all times during the term of this Agreement conduct its Squeegee Squad Business in accordance with JJFI's confidential standard operation manuals and all supplemental bulletins and notices from JJFI, all of which are deemed a part of the operations manuals (collectively referred to as the "Manuals"). The Manuals will contain both mandatory and suggested standards that JJFI develops for the Business System and the operation of Squeegee Squad Businesses. The Manuals may consist of written, audio, video or other types of content as JJFI deems appropriate and may be transmitted or made accessible via hard copy, electronically, through access to JJFI's extranet (if any) or through any other form of media designated by JJFI.

8.2. CONFIDENTIALITY OF MANUALS. The Franchisee will at all times during the term of this Agreement and thereafter treat the Manuals, any other materials created for or approved for use in the operation of the Franchisee's Squeegee Squad Business, and the information contained therein as secret and confidential, and the Franchisee will use all reasonable means to keep such information secret and confidential, including keeping the manuals under lock and key when not in use. Neither the Franchisee nor any employees of the Franchisee will: (A) make any copy, duplication, record or reproduction of the Manuals, or any portion thereof, available to any unauthorized person (except as specifically permitted by the Manual itself); or (B) use the Manuals or any information contained therein in connection with the operation of any other business or for any purpose other than in conjunction with the operation of the Franchisee's Squeegee Squad Business.

8.3. REVISIONS TO MANUALS. The Manuals and all supplements, changes and modifications to the Manuals will remain the sole and exclusive property of JJFI. JJFI may from time to time revise the Manuals and the Franchisee expressly agrees to operate its Squeegee Squad Business in accordance with all such revisions. The Franchisee will at all times keep the Manuals current and up-to-date, and in the event of any dispute regarding the Manuals, the terms of the master copy of the Manuals maintained by JJFI will be controlling in all respects. The Franchisee will promptly return to JJFI all versions of the Manuals and Supplements that have been revised by JJFI.

8.4. CONFIDENTIALITY OF OTHER INFORMATION. JJFI will be disclosing and providing to the Franchisee certain confidential and proprietary information concerning the Business System and the procedures, operations and data used in connection with the Business System. The Franchisee will not, during the term of this Agreement or thereafter, communicate, divulge or use for the benefit of any person or entity any such confidential and proprietary information, knowledge or know-how concerning the methods of operation of Squeegee Squad Business which may be communicated to the Franchisee, or of which the Franchisee may be apprised by virtue of this Agreement. The Franchisee will divulge such confidential and proprietary information only to its employees who must have access to it in order to operate the Franchisee's Squeegee Squad Business. Any and all information, knowledge and know-how including, without limitation, drawings, client lists, materials, brochures, marketing materials, equipment, technology, methods, procedures, specifications, techniques, teaching methods, computer software programs, systems and other data which JJFI copyrights or designates as confidential or proprietary will be deemed confidential and proprietary for the purposes of this Agreement ("Confidential Information"). Neither the Franchisee nor any employees of the Franchisee will make any copy, duplication, record or reproduction or any of the Confidential Information available to any unauthorized person. Any client lists developed by either JJFI or the Franchisee and any information designated as Confidential Information by JJFI will be and remain the sole and exclusive property of JJFI.

8.5. CONFIDENTIALITY AGREEMENTS. All of the Franchisee's Managers and employees must sign agreements in a form satisfactory to JJFI agreeing to maintain the confidentiality, during the course of their employment and thereafter, of all information copyrighted or designated by JJFI as confidential and proprietary. Copies of all confidentiality agreements executed by the Franchisee's Managers and employees will be promptly submitted to JJFI.

8.6. GENERATIVE AI. The Franchisee will not, without JJFI's prior written consent, utilize any generative artificial intelligence software, tools, or technologies, including, natural language processing, deep learning algorithms, or machine learning models ("Generative AI") directly or indirectly in the operation of the Franchised Business, including without limitation, in advertising, promotion, or marketing of the Franchised Business or the System, communications with customers, business planning, analysis or optimization, or in any social media. The Franchisee acknowledges and agrees not to upload or share any data, methods, techniques, formats, marketing and promotional techniques and procedures, specifications, information, Manual, systems, and knowledge of and experience in the operation and franchising of the System that the JJFI communicates to the Franchisee or that the Franchisee otherwise acquires in operating the Franchised Business under the System (including any inputs of information containing trade secrets, sensitive confidential information or personal information) with any unapproved third-party platforms, including Generative AI, except as authorized in writing by the JJFI. In addition, the Franchisee shall prohibit its employees from using any Confidential Information in Generative AI. In the event the Franchisee utilizes any Generative AI, with or without the JJFI's prior written approval, the Franchisee shall comply with all laws applicable to such use, including without limitation, all trademark, copyright, and biometric laws, and shall not infringe upon the intellectual property of a third party, or use such intellectual property without appropriate authorization and attribution.

8.7. REMEDIES. The Franchisee acknowledges that the provisions of this Article are reasonable and necessary for the protection of JJFI and JJFI's franchisees. If the Franchisee violates any of the provisions contained in this Article, then JJFI will have the right to: (A) terminate this Agreement as provided for in Article 16 below; (B) seek injunctive relief from a court of competent jurisdiction; (C) commence an action or lawsuit against the Franchisee for damages; and (D) enforce all other remedies or take such other actions against the Franchisee that are available to JJFI under this Agreement, common law, in equity and any federal or state laws.

ARTICLE 9

TRAINING PROGRAM

9.1. TRAINING PROGRAM. JJFI will provide a training program for the Franchisee and the Franchisee's General Manager (if one is employed) at its offices in Brooklyn Park, Minnesota or another location designated by JJFI, to educate, familiarize and acquaint them with the operations of a Squeegee Squad Business. The training program will consist of classroom and in-the-field training session, to be held at a time designated by JJFI prior to the opening of the Franchisee's Business, and to be attended by the Franchisee (or the Franchisee's designated General Manager), and one other manager/crew leader involved in the Business. The training program will include both classroom and on-the-job instruction in the Business System and basic operating skills such as daily operational procedures, inventory control, work flow management and other topics selected by JJFI. JJFI will charge, and the Franchisee must pay JJFI when the Franchisee signs this Agreement, an initial training fee ("Initial Training Fee") of \$5,000. The Franchisee and the Franchisee's General Manager (if any) must successfully complete the training program prior to commencing any business operations. The training program will be scheduled by JJFI. In the event the Franchisee, or the Franchisee's General Manager (if any) fails to successfully complete JJFI's training program within the time period expressed in this Article 9.1, he or she will not be permitted or authorized

to manage or operate the Franchisee's Squeegee Squad Business and JJFI will have the right to reject the Franchisee pursuant to Article 5.2 of this Agreement.

9.2. HIRING OF NEW GENERAL MANAGER. In the event the Franchisee hires a General Manager who has not successfully completed the training program(s) prescribed by JJFI, and if JJFI determines, in its absolute, exclusive and unrestricted judgment, that the new General Manager does not have sufficient knowledge or experience relating to the management of the Franchisee's Squeegee Squad Business, then JJFI will require the individual to successfully complete the prescribed training prior to the time he or she will be allowed to manage or operate the Franchisee's Squeegee Squad Business, and the Franchisee will be required to pay JJFI the then-current training fee charged by JJFI.

9.3. PAYMENT OF SALARIES AND EXPENSES DURING TRAINING. The Franchisee will pay the salaries, fringe benefits, payroll taxes, unemployment compensation, workers' compensation insurance, lodging, food, automobile rental, travel costs, and all other expenses for the Franchisee, the Franchisee's General Manager and all other persons sent to the training program by the Franchisee, and the Franchisee will comply with all applicable state and federal laws pertaining to all employees who attend JJFI's training program.

9.4. ANNUAL CONVENTION. JJFI may, during the term of this Agreement, conduct an annual convention for all Squeegee Squad franchisees at such times and at such locations as JJFI deems appropriate. The Franchisee will attend any annual convention conducted by JJFI for Squeegee Squad franchisees during each year of this Agreement. All expenses incurred by the Franchisee or any employees of the Franchisee in traveling to and attending the annual convention conducted by JJFI will be paid for by the Franchisee. JJFI will charge, and the Franchisee will pay, a registration fee for the annual convention, which will not exceed \$1,200 during the initial term of this Agreement. The registration must be paid regardless of whether the Franchisee, or any representative of the Franchisee, attends the convention, and an additional registration fee may be charged for each person in addition to the first person attending the annual convention on behalf of the Franchisee.

9.5. REQUIRED ONGOING TRAINING. JJFI may, during the term of this Agreement, require Franchisee to attend up to 30 hours of ongoing training on topics chosen by JJFI, at a location designated by JJFI. All expenses incurred by the Franchisee or any employees of the Franchisee in traveling to and attending ongoing training sessions will be paid for by the Franchisee.

9.6. OPTIONAL ADDITIONAL TRAINING. JJFI may, during the term of this Agreement, provide optional additional training and instruction to the Franchisee on topics determined by JJFI in its absolute, exclusive and unrestricted judgment. JJFI reserves the right to add or delete additional training topics at any time without notice to the Franchisee. The Franchisee will be required to pay JJFI the greater of \$1,500 and the then-current training fee charged by JJFI for any additional training attended by the Franchisee or its employees. All expenses incurred by the Franchisee or any employees of the Franchisee in traveling to and attending optional additional training will be paid for by the Franchisee.

ARTICLE 10

FRANCHISOR'S OBLIGATIONS

10.1. BUSINESS SYSTEM. Consistent with JJFI's uniformity requirements and quality standards, JJFI or its authorized representative or designee will: (A) provide the Franchisee with a list of approved suppliers and sources for the goods and services necessary and required for the Franchisee's Business; (B) make available to the Franchisee basic accounting and business procedures for use by the Franchisee in its Business; (C) make advertising and marketing recommendations; (D) review the Franchisee's Business as often as JJFI

deems necessary and render written reports to the Franchisee as deemed appropriate by JJFI; (E) legally protect and enforce the Marks and the Business System for the benefit of all Squeegee Squad franchisees in the manner deemed appropriate by JJFI; (F) loan to the Franchisee the Manuals and any supplements and modifications to the Manuals that may be published by JJFI from time to time; (G) provide the training set forth in Article 9 above; and (H) upon the reasonable written request of the Franchisee, render reasonable advisory services by telephone or in writing pertaining to use of the Business System and the operation of the Franchisee's Business as deemed appropriate, reasonable and necessary by JJFI.

10.2. CONSULTING SERVICES. During the term of this Agreement, JJFI or its affiliate may, upon the reasonable written request of the Franchisee, provide consulting services to the Franchisee in the Territory regarding marketing, advertising and promotional issues, operational issues, accounting matters, and other business matters or special projects relating to Squeegee Squad Business. JJFI or its affiliate reserves the right to charge, and the Franchisee agrees to pay JJFI or its affiliate, the then-current fee for such consulting services, which will not exceed \$500 per person per hour. The Franchisee will also pay for the travel, room and board and other expenses incurred by the individual or individuals employed or retained by JJFI who provide such consulting services to the Franchisee.

10.3. PRE-OPENING AND OPENING ASSISTANCE. After the Franchisee or the Franchisee's General Manager (if any) have successfully completed JJFI's training program, JJFI will assist the Franchisee in scheduling the initial opening of the Franchisee's Squeegee Squad Business. If the Business is the Franchisee's first Squeegee Squad Business, then JJFI will provide the Franchisee with up to one day of pre-opening and opening assistance, which will include grand opening assistance, training the Franchisee's Squeegee Squad staff in daily operational procedures, customer relations, teaching techniques, training methods, product knowledge and other topics selected by JJFI. JJFI will conduct pre-opening and opening assistance either telephonically or electronically, or JJFI may, at its sole option, conduct pre-opening assistance at the Franchisee's business office at JJFI's expense. If the Franchisee is an existing Squeegee Squad franchisee, then JJFI may, but is not obligated to, provide the Franchisee with the foregoing pre-opening and opening assistance. The Franchisee will not open and commence initial business operations until JJFI has given the Franchisee written approval to open the Franchisee's Squeegee Squad Business.

10.4. PERFORMANCE BY AREA DIRECTORS. The Franchisee acknowledges that JJFI shall have the right, at its sole option, to designate an Area Director to serve as its representative in providing services and assistance to the Franchisee and its Business.

ARTICLE 11

QUALITY CONTROL UNIFORMITY AND STANDARDS REQUIRED OF FRANCHISEE

11.1. QUALITY AND SERVICE STANDARDS. JJFI will promulgate, from time to time, uniform standards of quality and service regarding the business operations of the Franchisee's Squeegee Squad Business so as to protect and maintain (for the benefit of all Squeegee Squad franchisees and JJFI) the distinction, valuable goodwill and uniformity represented and symbolized by the Marks and the Business System. Accordingly, to ensure that all Squeegee Squad franchisees will maintain and adhere to the uniformity requirements and quality standards for the products and services associated with the Marks and the Business System, the Franchisee agrees to maintain the uniformity and quality standards required by JJFI for all products and services associated with the Marks and the Business System and agrees to the following terms and conditions to assure that all Squeegee Squad Businesses will be uniform in nature and will sell and dispense quality products and services to the public. The Franchisee will operate its Squeegee Squad Business and use the Marks and the Business System in strict compliance with the highest business and ethical practices

and standards and the quality standards, operating procedures, policies, specifications, requirements and instructions required by JJFI, which may be amended and supplemented by JJFI from time to time.

11.2. COMPLIANCE WITH QUALITY AND SERVICE STANDARDS AND SPECIFICATIONS.

The Franchisee will obtain and pay for the vehicles, supplies and equipment required by JJFI and used by the Franchisee for the operation of its Squeegee Squad Business. The vehicles, supplies and equipment used in the Franchisee's Business must comply with then-current prescribed color schemes, display the Marks as designated by JJFI, and conform to the quality standards and uniformity requirements established by JJFI from time to time. As of the date of this Agreement, the Franchisee is required to utilize in the operation of its Squeegee Squad Business vehicles painted white that display the Squeegee Squad logo. All replacement vehicles, supplies, equipment and other items used in the Business by the Franchisee must comply with JJFI's then-current standards and specifications.

11.3. COMPLIANCE WITH MANUALS. JJFI will loan to the Franchisee one copy of its Manuals. The Franchisee will conform to the common image and identity created by the products and services associated with Squeegee Squad Business which are portrayed and described by the Manuals and the Franchisee will conform to all changes and modifications to the Manuals made by JJFI and provided to the Franchisee that are deemed necessary by JJFI to: (A) improve the standards of service or the products offered for sale under the Business System; (B) protect the goodwill associated with the Marks; or (C) improve the operation or efficiency of the Franchisee's Business. JJFI reserves the right to revise the Manuals at any time during the term of this Agreement.

11.4. MODERNIZATION OR REPLACEMENT. From time to time as JJFI requires, the Franchisee must upgrade, modernize and/or replace the trade dress, equipment and other assets of the Business, as may be necessary for the Business to conform to the standards for a similarly situated new Squeegee Squad Business. The maximum cumulative amount (the "Maximum Modernization Amount") that the Franchisee may be required to spend during the initial term of this Agreement is \$5,000. JJFI may adjust the Maximum Modernization Amount every year in proportion to the annual change in the National Consumer Price Index All Urban Consumers as reported for each calendar year by the U.S. Department of Labor (or the successor index or agency thereto) using 2015 as the base year, and as so adjusted will apply to the Maximum Modernization Amount, subsequent to the adjustment date but prior to the next adjustment date.

Additionally, from time to time as JJFI requires, the Franchisee must upgrade, modernize and/or replace the vehicle(s) of the Business, as may be necessary for the Business to conform to the standards for a similarly situated new Squeegee Squad Business. Costs associated with upgrading, modernization and/or replacement of the vehicle(s) shall not count toward the Maximum Modernization Amount.

11.5. FRANCHISEE'S NAME. The Franchisee will not use the words "SQUEEGEE SQUAD" in its corporate, partnership or sole proprietorship name. The Franchisee will hold itself out to the public as an independent contractor operating its Squeegee Squad Business pursuant to a franchise from JJFI. Whenever practical, the Franchisee will clearly indicate on its business checks, stationery, business cards, invoices, receipts, video tapes, advertising, public relations and promotional materials, website, and other written materials that the Franchisee is a franchisee of JJFI. The Franchisee will display signs on the Franchisee's vehicles which are clearly visible to the general public indicating that the Franchisee's Squeegee Squad Business is independently owned and operated as a franchised business. The Franchisee will file for a certificate of assumed name in the manner required by applicable state law so as to notify the public that the Franchisee is operating its Squeegee Squad Business as an independent business pursuant to this Agreement. Prior to adoption of an assumed name, the Franchisee owner must submit such name to, and obtain the written approval of such name by, JJFI.

11.6. BUSINESS IDENTIFICATION. The Franchisee will operate the Business so that it is clearly identified and advertised as a Squeegee Squad Business. The style and form of the words “Squeegee Squad” and the Marks used in any advertising, marketing, public relations, telemarketing or promotional program or campaign must have the prior written approval of JJFI. The Franchisee will use the name “Squeegee Squad”, the approved logo and all graphics commonly associated with the Business System and the Marks which now or hereafter may form a part of JJFI’s Business System, on all vehicles, equipment, uniforms, advertising, public relations and promotional materials, signs, business cards and other materials only as authorized by JJFI and in the identical combination and manner prescribed by JJFI in writing. The Franchisee may not use the Marks on its employment applications, employee evaluation forms, benefits statements, payroll checks or other documents or materials relating to the Franchisee’s employees. The Franchisee will, at its expense, comply with all legal notices of registration required by JJFI or its attorneys and will, at its expense, comply with all trademark, trade name, service mark, copyright, patent and other notice markings that are required by JJFI or by applicable law. The Franchisee must use in the operation of its Business an email account within the “squeegeesquad.com” domain. The Franchisee’s squeegeesquad.com email account will be assigned by JJFI, posted on the squeegeesquad.com website, and will be administered by JJFI at no additional cost to the Franchisee. The Franchisee may, at its option, request that JJFI assign and administer additional squeegeesquad.com email accounts for Franchisee; however, JJFI reserves the right to charge up to \$200 per email account per year for each such additional account.

11.7. STANDARD ATTIRE. The Franchisee will require its employees to wear only the standard attire or uniforms which have been established and approved by JJFI and will wear the safety or protective clothing or equipment designated by JJFI. All employees of the Franchisee will wear clean and neat attire and will practice good personal hygiene.

11.8. SMOKING, DRUG AND ALCOHOL USE. The Franchisee will prohibit its employees from smoking on the Franchisee’s customers’ premises. The Franchisee will prohibit its employees from using, possessing or being under the influence of alcohol or any controlled substance (except as prescribed by a physician) during all times that the employee is on duty. The Franchisee will adopt and enforce employee policies requiring discharge of any employee who violates the above policies.

11.9. FRANCHISOR’S INSPECTION RIGHTS. JJFI will have the right to interview the Franchisee’s employees, to take photographs and videotapes of the Franchisee’s vehicles and of the work being performed by the Franchisee’s employees on the Franchisee’s customers’ premises at all times during normal business hours, to examine representative samples of the goods and products sold or used in the Franchisee’s Business and to evaluate the quality of the services provided by the Franchisee to its customers and clients. JJFI will have the right to use all interviews, photographs and videotapes of the Franchisee’s Squeegee Squad Business for such purposes as JJFI deems appropriate including, but not limited to, use in training, advertising, marketing and promotional materials, and as evidence in any court or other proceeding. The Franchisee will not be entitled to, and hereby expressly waives, any right that it may have to be compensated by JJFI, its advertising agencies, or other Squeegee Squad franchisees for the use of such interviews, photographs or videotapes for training, advertising, marketing, promotional and/or litigation purposes. Any inspections, evaluations or other visits to the Business by JJFI are to protect JJFI’s interest in the System and the Marks and not to control the day-to-day operation of the Business or for the supervision of the Franchisee’s employees.

11.10. LIMITATIONS ON PRODUCTS AND SERVICES. The Franchisee will promote and sell only those products and services approved by JJFI in writing and will offer for sale all products and services prescribed by JJFI. The Franchisee will conform to all customer service standards and policies prescribed by JJFI in writing. The Franchisee will have the right to sell all products and services to its customers and clients at whatever prices and on whatever terms it deems appropriate. JJFI has the right to require Franchisee and

its employees to attend additional training programs, pursuant to Article 9.5 above, in connection with any new service offerings that JJFI authorizes, in its sole and absolute judgment.

11.11. HIGH-RISE WINDOW CLEANING. Without limiting the generality of Article 11.10 above, the Franchisee may provide window cleaning services for buildings of four or more stories in height or which require rope and/or swing stage scaffolding access (“high-rise buildings”) provided that the Franchisee completes to JJFI’s satisfaction any required training and other pre-requisites for offering such services, purchases the necessary equipment to offer such services at the Franchisee’s sole expense, and satisfies any other conditions as JJFI may require, as described in JJFI’s Manual or as otherwise set forth in writing. JJFI may, at its sole option, deny authorization for the Franchisee to provide window cleaning to high-rise buildings should the Franchisee fail to meet any of the aforementioned obligations or if the Franchisee does not offer or sell high-rise cleaning services in accordance with JJFI’s then-current standards or specifications. JJFI reserves, for itself and/or its future franchisees, licensees or designees, the limited right to operate a business offering window cleaning services for high-rise buildings within the Territory using the name “Squeegee Squad” and the other Marks, or any other trademarks or trade names, (i) in the event that Franchisee: (a) is not granted the right to offer cleaning services for high-rise building as described in this Article 11.11; (b) Franchisee does not complete the required training for high-rise building; (c) Franchisee does not offer or sell high-rise cleaning services in accordance with JJFI’s then-current standards or specifications; (d) Franchisee turns down any jobs for high-rise cleaning services in its Territory, or (ii) in accordance with JJFI’s Inter-Territory Referral Policy.

11.12. ROOFTOP ANCHOR INSPECTION AND CERTIFICATION. Without limiting the generality of Article 11.10, Franchisee may provide rooftop anchor inspection and certification services (the “Rooftop Anchor Inspection and Certification Services”) provided that the Franchisee completes to JJFI’s satisfaction any required training and other pre-requisites for offering such services, purchases the necessary equipment to offer such services at the Franchisee’s sole expense, and satisfies any other conditions as JJFI may require, as described in JJFI’s Manual or as otherwise set forth in writing. JJFI may, at its sole option, deny authorization for the Franchisee to provide Rooftop Anchor Inspection and Certification Services should the Franchisee fail to meet any of the aforementioned obligations or if the Franchisee does not offer or sell Rooftop Anchor Inspection and Certification Services in accordance with JJFI’s then-current standards or specifications. JJFI reserves, for itself and/or its future franchisees, licensees or designees, the limited right to operate a business offering Rooftop Anchor Inspection and Certification Services within the Territory using the name “Squeegee Squad” and the other Marks, or any other trademarks or trade names, (i) in the event that Franchisee: (a) is not granted the right to offer Rooftop Anchor Inspection and Certification Services as described in this Article 11.12; (b) Franchisee does not complete the required training for offering Rooftop Anchor Inspection and Certification Services; (c) Franchisee does not offer or sell Rooftop Anchor Inspection and Certification Services in accordance with JJFI’s then-current standards or specifications; (d) Franchisee turns down any jobs for Rooftop Anchor Inspection and Certification Services in its Territory, or (ii) in accordance with JJFI’s Inter-Territory Referral Policy.

11.13. INITIAL INVENTORY OF EQUIPMENT AND SUPPLIES. The Franchisee is required to purchase an initial inventory of equipment and supplies from Approved Supplier(s) prior to the opening of the Business. The specific items required for the initial inventory of equipment and supplies will be set forth in writing by JJFI.

11.14. APPROVED SUPPLIERS. The Franchisee will purchase from suppliers, approved in writing by JJFI, those products, goods, machinery, signs, vehicles, supplies, equipment and services (sometimes referred to in this Agreement as “goods and services”) which are to be used or sold by the Franchisee and which JJFI determines meet the standards of quality and uniformity required to protect the valuable goodwill and uniformity symbolized by and associated with the Marks and the Business System. The Franchisee will have the right and option to purchase these goods and services from other suppliers provided that such goods and

services conform in quality to JJFI's standards and specifications. If the Franchisee desires to purchase any goods or services from such other suppliers, then the Franchisee must, at its expense, submit samples and specifications to JJFI for review and/or testing to determine whether the goods and services comply with JJFI's standards and specifications. The written approval of JJFI must be obtained by the Franchisee prior to the time that any previously unapproved goods and services are sold by or used by the Franchisee. Regardless of whether JJFI approves the request, the Franchisee must reimburse JJFI for all costs and expenses it incurs in reviewing the alternative supply or supplier, including an hourly rate (not to exceed \$150 per hour) for JJFI's staff time spent on the review of the alternative supply or supplier.

11.15. APPROVED ADVERTISING AND PROMOTION. The Franchisee will not conduct any media advertising, promotion, marketing, public relations or telemarketing programs or campaigns for its Squeegie Squad Business unless or until JJFI has given the Franchisee prior written approval for all concepts, materials or media proposed for any media advertising, promotion, marketing, public relations or telemarketing program or campaign. The Franchisee will not permit any third party to advertise its business, services or products through the Franchisee's Business without obtaining the prior written approval of JJFI. The Franchisee will only display signs that have been approved by JJFI in writing, and the Franchisee will not use or display any other signs of any kind or nature on the Franchisee's vehicles without obtaining the written approval of JJFI prior to their installation or use.

11.16. SALES TO OTHERS. The Franchisee hereby acknowledges and agrees that JJFI has the right to directly or indirectly sell any proprietary or other products or merchandise under the name "Squeegie Squad," or any other name that has been or may be developed by JJFI, to other persons, businesses or entities, including without limitation those that are not Squeegie Squad franchisees, through any method of distribution anywhere in the world, including in the Franchisee's Territory.

11.17. MAINTENANCE OF VEHICLES AND EQUIPMENT. The Franchisee will, at its expense, repair and keep in good working order at all times all vehicles and equipment used in the Franchisee's Business in accordance with JJFI's quality standards. The Franchisee will replace all equipment, supplies and vehicles as such items become worn-out or in disrepair. All replacement equipment, supplies, vehicles and other items used in the Business by the Franchisee must comply with JJFI's then-current standards and specifications.

11.18. COMPUTER SYSTEM; ACCESS TO INFORMATION; CUSTOMER DATA.

(A) The Franchisee will, at its sole expense, obtain and maintain at all times during the term of this Agreement, such computer equipment, electronic telephone, facsimile, and other equipment as may from time to time be required by JJFI for use in the operation of the Franchisee's Squeegie Squad Business. JJFI shall have no obligation to update, upgrade, or otherwise modify any computer software utilized in Squeegie Squad Business System. All such equipment must meet the then-current standards and specifications established by JJFI. The Franchisee acknowledges and agrees that JJFI has the right to access, both electronically and through hard copy of printed data, all data and other information, including the Franchisee's customer data ("Customer Data"), maintained by the Franchisee on such computer equipment for purposes of monitoring compliance by the Franchisee with its obligations under this Agreement and for any other purpose deemed beneficial by JJFI to the Squeegie Squad Business System and all Squeegie Squad Franchisees. The failure of the Franchisee to provide or allow such access to the data and other information maintained on the Franchisee's computer equipment will give JJFI the right, among all other remedies hereunder or at law, to immediately terminate all computer support provided by JJFI.

(B) Franchisee acknowledges and agrees that JJFI controls the use of Customer Data related to

Franchisee's Squeegee Squad Business. Franchisee will only use the Customer Data as a processor as necessary to operate its Squeegee Squad Business for the term of this Agreement unless the Franchisee otherwise obtains JJFI's prior written approval. The Franchisee has no right to sell, transfer, sublicense or otherwise share Customer Data to or with any third party unless the Franchisee obtains JJFI's prior written approval or the third party is a service provider bound to substantially similar obligations as this Article provides and the Franchisee remains liable for their use. The Franchisee will comply with all directives and terms in JJFI's Manual respecting the Franchisee's use of the Customer Data. JJFI may access Customer Data on the computer system and any other equipment or software that may be in use at the Franchisee's Squeegee Squad Business and the Franchisee will allow JJFI to audit the Franchisee's records to confirm compliance with these provisions. The Franchisee must provide to JJFI usernames and passwords to access the computer system and any other equipment or software that may be in use at the Franchisee's Squeegee Squad Business. The Franchisee is solely responsible for protecting Customer Data from cyber-attacks or unauthorized access, and the Franchisee waives any claim it may have against JJFI as the direct or indirect result of such attacks or unauthorized access. The Franchisee must comply with all applicable federal, state, provincial and local laws and regulations concerning the storage, handling, use and protection of Customer Data, including the payment card industry data security standards. In addition, the Franchisee must comply with any data protection and breach response policies JJFI periodically may establish and must not use or disclose Customer Data in a manner that would cause JJFI to be in violation of its published privacy policy. The Franchisee must notify JJFI immediately of any actual or suspected data breach or cyber-attack at or in connection with its Squeegee Squad Business or Customer Data. JJFI will periodically update the Manual to the extent necessary to carry out the full intention of this section should any federal, state or other applicable privacy or related laws restrict or otherwise impose obligations respecting JJFI's rights to access Customer Data. Separately, each party is an independent data controller of, or, if applicable, a business in relation to, the personal data or information relating to the other party's employees, contractors and/or executives it collects and processes and each party will comply with all applicable laws and regulations in relation to the same. The parties will enter into a separate data sharing agreement or processing agreement to the extent and as required by applicable law.

11.19. USE OF INTERNET. The Franchisee's conduct on the internet, including without limitation, its use of the Marks on the internet and in domain names for the internet, is subject to the provisions of this Agreement. JJFI reserves the right to establish and modify, from time to time, rules which will govern the Franchisee's conduct and use of the internet in connection with the Franchisee's Squeegee Squad Business, and the Franchisee agrees to abide by such rules. The Franchisee's right to use the Marks and the Business System on the internet will terminate when this Agreement terminates or expires.

11.20. INTRANET SYSTEM; ACCESS TO INFORMATION. The Franchisee will participate in any system-wide Squeegee Squad intranet communications site and other online communications system that JJFI may in the future develop, although JJFI will retain all rights to any intranet site and online communications system. The Franchisee's general conduct on any Squeegee Squad intranet site will be subject to the provisions of this Agreement and the Franchisee agrees to comply with the intranet terms of use posted on the Squeegee Squad intranet site, which terms of use are incorporated herein by reference. The Franchisee acknowledges and agrees that JJFI has the right to access, both electronically and through hard copy, all data and other information maintained by the Franchisee on JJFI's intranet site for purposes of monitoring compliance by the Franchisee with its obligations under this Agreement and for any other purpose deemed beneficial by JJFI to the Squeegee Squad Business System and all Squeegee Squad franchisees.

11.21. TELEPHONE EQUIPMENT AND NUMBER. In addition to standard telephone equipment at the office for the Franchisee's Business, the Franchisee will, at its sole expense, obtain and maintain at all times during the term of this Agreement either a telephone answering machine, voice mail system or mobile cellular telephone equipment as may be required for the Franchisee's Squeegee Squad Business. The Franchisee's telephone answering machine, voice mail system or mobile cellular telephone equipment must meet the then-current standards and specifications established by JJFI. The Franchisee must obtain new telephone numbers for the conduct of the Franchisee's Squeegee Squad Business and must assign, in writing, on instruments approved in advance by JJFI, all rights to each of such numbers to JJFI, such assignment to be effective upon termination of this Agreement. Assignment of such phone numbers must occur when representatives of the Franchisee attend JJFI's training program. The Franchisee must, at all times during the term of this Agreement, subscribe to an internet service provider and an electronic mail service provider and install and maintain high speed internet connection for such service. The Franchisee is solely responsible for protecting itself from disruptions, internet access failures, internet content failures, and attacks by hackers and other unauthorized intruders and the Franchisee waives any and all claims the Franchisee may have against JJFI as the direct or indirect result of such disruptions, failures or attacks.

11.22. SQUEEGEE SQUAD TOLL FREE LINE/CALL CENTER. The Franchisee will participate in any system-wide Squeegee Squad call center or system-wide toll-free telephone number program that JJFI, in its sole discretion, may develop in the future for the Squeegee Squad system. If JJFI develops a system-wide call center and/or toll-free telephone number, the Franchisee will be required to pay any and all charges or costs associated with participation including, but not limited to, any line activation fees, toll charges, operating charges, administrative fees, etc., provided, however, that the total of all such charges will not exceed 5% of the Franchisee's Gross Revenues on an annual basis. JJFI will have the right to require the Franchisee to use the system-wide toll-free number as the sole telephone number for customers contacting the Business and to require that all advertising conducted by the Franchisee list the system-wide toll-free number to the exclusion of any other phone number(s). JJFI will have the right to place reasonable conditions on the Franchisee's continued participation in the call center and/or toll-free number program including, without limitation, the requirement that the Franchisee at all times be in compliance with the Franchise Agreement.

11.23. PAYMENT OF OBLIGATIONS. The Franchisee will timely pay all of its uncontested and liquidated obligations and liabilities due and payable to JJFI and its affiliates and other Squeegee Squad franchisees, and to the suppliers, lessors and creditors of the Franchisee.

11.24. PAYMENT OF TAXES. The Franchisee will be absolutely and exclusively responsible and liable for the prompt filing and payment of all federal, state, city and local taxes including, but not limited to, individual and corporate income taxes, sales and use taxes, franchise taxes, gross receipts taxes, employee withholding taxes, F.I.C.A. taxes, unemployment taxes, inventory taxes, personal property taxes, real estate taxes and other taxes payable in connection with the Franchisee's Business (hereinafter referred to as "Taxes"). JJFI will have no liability for the Taxes which arise or result from the Franchisee's Business and the Franchisee will indemnify JJFI for any such Taxes that may be assessed or levied against JJFI which arise or result from the Franchisee's Business. It is expressly understood and agreed by the Personal Guarantors, as defined in Article 1.13, to this Agreement that their personal guaranty applies to the prompt filing and payment of all Taxes which arise or result from the Franchisee's Business.

11.25. REIMBURSEMENT OF FRANCHISOR FOR TAXES. In the event any "franchise" or other tax which is based upon the Gross Revenues, receipts, sales, business activities or operation of the Franchisee's Business is imposed upon JJFI by any taxing authority, then the Franchisee will reimburse JJFI in an amount equal to the amount of such taxes and related costs imposed upon and paid by JJFI. The Franchisee will be notified in writing if JJFI is entitled to reimbursement for the payment of such taxes and, in that event, the Franchisee will pay JJFI the amount specified in the written notice within 10 days of the date of the written notice.

11.26. COMPLIANCE WITH APPLICABLE LAWS. The Franchisee will, at its expense, comply with all applicable federal, state, city, local and municipal laws, ordinances, rules and regulations pertaining to the operation of the Franchisee's Squeegee Squad Business, including, but not limited to, health and safety regulations, all environmental laws, all laws relating to employees and compensation of employees, all discrimination laws, all sexual harassment laws and all laws relating to the disabled. The Franchisee will, at its expense, consult an attorney to obtain advice with regard to the Franchisee's compliance with all federal and state environmental laws, OSHA laws, licensing laws and all other laws relating to the application, storage and disposal of products used by the Franchisee in its Squeegee Squad Business. The Franchisee will, at its expense, be absolutely and exclusively responsible for determining the licenses and permits required by law for the Franchisee's Squeegee Squad Business, for filing, obtaining and qualifying for all such licenses and permits, and for complying with all applicable laws.

11.27. SECURITY INTEREST. This Agreement and the Franchise granted to the Franchisee hereunder may not be the subject of a security interest, lien, levy, attachment or execution by the Franchisee's creditors or any financial institution, except with the prior written approval of JJFI.

11.28. NOTICES OF DEFAULT, LAWSUITS OR OTHER CLAIMS. The Franchisee will immediately deliver to JJFI a copy of any notice of default received from any mortgagee, trustee under any deed of trust, contract for deed holder, lessor or any other party with respect to the Franchisee's Squeegee Squad Business, and copies of all written notifications of any lawsuits, consumer claims, employee claims, federal or state administrative or agency proceedings or investigations or other claims, actions or proceedings relating to the Franchisee's Business. Upon request from JJFI, the Franchisee will provide such additional information as may be required by JJFI regarding the alleged default, lawsuit, claim, action, investigation or proceeding, and any subsequent action or proceeding in connection with the alleged default, lawsuit, claim, action, investigation or proceeding.

11.29. OPERATION OF SQUEEGEE SQUAD BUSINESS. The Franchisee will be totally and solely responsible for the operation of its Squeegee Squad Business. The Franchisee will hire a sufficient number of suitable employees for the operation of its Squeegee Squad Business and Franchisee will be exclusively responsible for terms of employment, scheduling, benefits, disciplining, compensation, and all other personnel decisions. All personnel decisions shall be made by Franchisee, without any influence or advice from JJFI. All employees hired by or working for Franchisee shall be the employees of Franchisee and shall not, for any purpose, be deemed employees of JJFI or subject to JJFI's supervision or control. The Franchisee will supervise and manage any agents and independent contractors who work for or with the Franchisee. The Franchisee will be responsible for the acts of its employees, agents and independent contractors, and will take all reasonable business actions necessary to ensure that its employees, agents and independent contractors comply with all federal, state and local laws, rules and regulations including, but not limited to, all employment laws, discrimination laws, sexual harassment laws and laws relating to the disabled. JJFI will not have any right, obligation or responsibility to control, supervise or manage the Franchisee's employees, agents or independent contractors.

11.30. OPERATION BY JJFI IN EVENT OF MATERIAL DEFAULT. In the event that the Franchisee abandons the Business or materially fails to operate the Business in accordance with the Squeegee Squad Business System (unless such failure to operate is due to fire, flood, earthquake, an unforeseen act of government authority beyond Franchisee's control, or other similar causes beyond Franchisee's control), JJFI and the Franchisee agree that JJFI or its designee may, at JJFI's option (but not obligation), operate the Business on the Franchisee's behalf. In such event, the Franchisee shall pay JJFI its reasonable costs and expenses of operating (or arranging for operation of) the Business. Franchisee's failure to operate the Franchise Location may constitute abandonment of the Business under this Agreement.

11.31. DATA POLLING. The Franchisee will participate in any data polling system developed by JJFI for purposes of collecting, evaluating and distributing financial data in connection with the operation of Squeegee Squad businesses on an individual and system-wide basis. The Franchisee will purchase, install and utilize in its Business, at the Franchisee's expense, all hardware, software and monthly data polling services required by JJFI to provide access to such data and to participate in the data polling system

11.32. NON-COMPLIANCE FEE. The Franchisee must pay JJFI a "Non-Compliance Fee" if the Franchisee fails to comply on a timely basis with certain obligations under this Agreement or the Manuals as consideration for the expenses JJFI incurs in addressing the Franchisee's failure to comply with the terms of this Agreement. Franchisee must pay JJFI a continuing Non-Compliance Fee for each week that the failure to comply remains uncured. All Non-Compliance Fees will be imposed according to the schedule stated in the Manuals.

ARTICLE 12

INSURANCE

12.1. REQUIRED INSURANCE. The Franchisee will purchase and maintain in full force and effect, at its sole cost and expense, insurance that insures the Franchisee, JJFI, and JJFI's affiliates, and their respective officers, directors, agents, employees and affiliates, and any other persons designated by JJFI by name. The insurance must, as applicable, include primary and non-contributory endorsement or language in form and content that JJFI periodically requires, and must, in accordance with the requirements set forth in the Manuals include, at a minimum: (i) general liability insurance, with minimum coverage limits of \$1,000,000 per occurrence, \$2,000,000 annual aggregate and \$5,000 medical expense; (ii) automobile liability insurance with a minimum combined single limit of \$1,000,000 per occurrence; (iii) workers' compensation, professional liability insurance, and employer's liability insurance covering all of Franchisee's employees as required by the State in which the Business is located; (iv) umbrella liability insurance which also includes employers liability and automobile liability, with minimum limits of \$1,000,000 per occurrence and (v) any other insurance coverages or amounts as required by law or other agreement related to the Business. JJFI reserves the right to modify the insurance requirements at any time.

12.2. INSURANCE COMPANIES; EVIDENCE OF COVERAGE. All insurance companies providing coverage to the Franchisee and the Franchisee's Business must be acceptable to and approved by JJFI, and must be licensed in the state where coverage is provided. The Franchisee will provide JJFI with certificates of insurance evidencing the insurance coverage required of the Franchisee pursuant to this Article prior to the date the Franchisee's representatives attend JJFI's training program, and the Franchisee will immediately provide, upon expiration, change or cancellation, a new certificate of insurance to JJFI. The Franchisee will also provide JJFI with copies of the additional insured endorsement, declarations page, the certificate of insurance, and other evidence of compliance with these requirements as JJFI may require or upon our request. JJFI does not represent or warrant that any insurance that Franchisee is required to purchase will provide Franchisee with adequate coverage. The insurance requirements specified in this Agreement are for JJFI's protection. Franchisee should consult with its own insurance agents, attorneys and other insurance advisors to determine the level of insurance protection Franchisee needs and desires, in addition to the coverage and limits JJFI requires.

12.3. DEFENSE OF CLAIMS. All liability insurance policies procured and maintained by the Franchisee will require the insurance company to provide and pay for attorneys to defend any legal actions, lawsuits or claims brought against the Franchisee, JJFI, and their respective officers, directors, employees and agents.

12.4. FRANCHISOR'S RIGHTS. All insurance policies procured and maintained by the Franchisee pursuant to this Article will name JJFI as an additional insured, will contain endorsements by the insurance

companies waiving all rights of subrogation against JJFI, will stipulate that JJFI will receive copies of all notices of cancellation, nonrenewal, or coverage reduction or elimination at least 30 days prior to the effective date of such cancellation, nonrenewal or coverage change, and will, as applicable, include primary and non-contributory endorsement or language in form and content as JJFI periodically require.

12.5. BREACH. The Franchisee's failure to comply with the provisions of this Article 12 will give JJFI the right, but not the obligation, to procure on behalf of the Franchisee and the Franchisee's Business, any and all insurance required under this Agreement with the agent and insurance company of JJFI's choice. JJFI will invoice the Franchisee for all costs and expenses incurred by JJFI to procure the required insurance coverage on behalf of the Franchisee and the Franchisee's Business. Within 10 days of receipt of an invoice from JJFI, the Franchisee must pay all amounts owed to JJFI for costs and expenses to procure insurance coverage on behalf of the Franchisee and the Business.

ARTICLE 13

FINANCIAL STATEMENTS, REPORTS OF GROSS REVENUES; FORMS AND ACCOUNTING

13.1. FINANCIAL STATEMENTS; CUSTOMER INFORMATION. The Franchisee will, at its expense, provide JJFI with annual financial statements for the Franchisee's Business, which will consist of a balance sheet, profit and loss statement, statement of cash flows and explanatory footnotes, within 60 days after the Franchisee's fiscal year end. Upon 30 days' written notice to the Franchisee, JJFI has the right to require the Franchisee to provide balance sheets and profit and loss statements to JJFI on a monthly or semiannual basis, in JJFI's sole judgment. All financial statements provided to JJFI for the Franchisee's Business will be presented in the exact form and format prescribed by JJFI in writing, and will be categorized according to the standard chart of accounts developed and approved by JJFI. The Franchisee's financial statements will be prepared in accordance with generally accepted accounting principles applied on a consistent basis. In addition, the Franchisee will maintain an accurate record of all existing customers and any canceled customers, including, but not limited to, the name, address, telephone number, budget information and price of services and will, upon JJFI's reasonable request, remit a report of such customer information using such formats as JJFI may from time to time prescribe in writing.

13.2. VERIFICATION OF FINANCIAL STATEMENTS. If the Franchisee's annual financial statements are not audited by an independent certified public accountant, then, if the Franchisee is a corporation, the Franchisee's annual financial statements must be certified in writing as accurate by the Franchisee's President and Chief Financial Officer, or if the Franchisee is a partnership, then by the Franchisee's Partners, or if the Franchisee is an individual, then by the Franchisee.

13.3. TAX RETURNS. Within 10 days after the Franchisee files any such return with the applicable governmental agencies, the Franchisee will provide JJFI with a signed copy of each of the Franchisee's annual federal and state income tax returns, sales tax returns, and a copy of any other federal, state and local tax returns filed by the Franchisee including, but not limited to, any amended tax return filed by the Franchisee for a preceding year or other period, together with written proof that the Franchisee has paid all taxes due. JJFI will not disclose any such tax returns to persons not employed by JJFI except as may be reasonably necessary in the conduct of JJFI's business. The Franchisee will also provide the tax returns of each of the Personal Guarantors upon JJFI's request.

13.4. WEEKLY REPORTS OF GROSS REVENUES. The Franchisee will maintain an accurate record of the daily Gross Revenues of the Franchisee's Business and will remit a report of the Gross Revenues generated by, at, as a result of, or from the Franchisee's Business using such formats as JJFI may from time to time prescribe in writing. The Gross Revenue report must be signed and certified as accurate by the

Franchisee and must be delivered to JJFI on or before Monday of each week for the preceding week. In the event that Franchisee fails to timely submit its required weekly report, Franchisee will lose any discounted royalty rates it may have and JJFI will pull royalties based on the greater of: (a) average weekly Gross Revenues in previous years; or (b) minimum Gross Revenues required under the Gross Revenue Requirement. Franchisee may elect to, or JJFI may require that Franchisee, at Franchisee's expense, use a JJFI-approved bookkeeper or accountant, which may be an affiliate of JJFI, to assist with certain accounting and bookkeeping functions.

13.5. FRANCHISOR'S AUDIT RIGHTS. The Franchisee and the Franchisee's accountants will make all of their records, ledgers, work papers, books, accounts and financial information from not only their Squeegee Squad business, but also any other business owned by the Franchisee, and the personal tax returns of anyone holding an Ownership Interest in Franchisee ("financial records"), available to JJFI during regular business hours and at all other reasonable times for review and audit by JJFI or its designee. To the extent the financial records are computerized, JJFI will have the right to access the Franchisee's computer and software programs containing the financial records and to copy the financial records to a computer disk or to any portable or other computer owned or controlled by JJFI. The Franchisee's financial records for each fiscal year will be kept in a secure place by the Franchisee and will be available for audit by JJFI for at least 5 years. If an audit by JJFI results in a determination that the Franchisee's Gross Revenues were understated by more than 2%, or that the Franchisee has underpaid the monthly Continuing Fees by more than \$500 during any 12-month period, then the Franchisee will pay JJFI for all costs and expenses (including salaries of JJFI's employees, travel costs, room and board, and audit fees) that JJFI incurred as a result of the audit of the Franchisee's financial records. If the Franchisee has underpaid JJFI, then the Franchisee will, within 10 days of receipt of an invoice from JJFI indicating the amounts owed, pay to JJFI any deficiency in Continuing Fees or other amounts owed to JJFI, together with interest as provided for herein. The Franchisee's failure or refusal to produce the books and financial records for audit by JJFI in accordance with this Article 13.6 will be grounds for the immediate termination of this Agreement by JJFI.

13.6. PRE-AUTHORIZED BANK TRANSFERS. The Franchisee will, from time to time during the term of this Agreement, execute such documents as JJFI may request to provide the Franchisee's unconditional and irrevocable authority and direction to its bank or financial institution authorizing and directing the Franchisee's bank or financial institution to transfer directly to the bank account of JJFI, and to charge to the account of the Franchisee, on Monday of each week for the preceding week, the amount of Continuing Fees, Advertising Fees and other sums due and payable by the Franchisee to JJFI pursuant to this Agreement, or any other agreement between JJFI and the Franchisee. The transfer authorizations will be in the form prescribed by JJFI's bank. The Franchisee's authorizations will permit JJFI to designate the amount to be transferred from the Franchisee's account, and to adjust such amount from time to time, for the Continuing Fees, Advertising Fees and other sums then payable to JJFI from the Franchisee. If the Franchisee fails at any time to provide the weekly reports of Gross Revenues required under Article 13 of this Agreement, then JJFI will have the right to estimate the amount of Continuing Fees, Advertising Fees and other sums due and payable to JJFI, and to transfer such estimated amount from the Franchisee's bank account to JJFI's bank account. The Franchisee will at all times maintain a balance in its account at its bank or financial institution sufficient to allow the appropriate amount to be transferred from the Franchisee's account for payment of the Continuing Fees and other sums payable by the Franchisee directly to JJFI's bank account. The Franchisee shall pay all charges imposed by its financial institution for the establishment and implementation of the pre-authorized electronic bank transfers referenced above. The Franchisee must execute an EFT Authorization in a form acceptable to JJFI.

13.7. ELECTRONIC REPORTING. The Franchisee acknowledges and agrees that JJFI may require that all financial statements, returns, reports and other information required be provided to JJFI by the Franchisee pursuant to this Article 13 or otherwise pursuant to this Agreement be provided to JJFI in electronic format.

ARTICLE 14

FRANCHISOR'S RIGHT OF FIRST REFUSAL TO PURCHASE

14.1. RESTRICTIONS. The Franchisee will not sell, assign, trade, transfer, lease, sublease, or otherwise dispose of any interest in or any part of the Franchisee's Squeegee Squad Business or the Business Assets, as defined in this provision, to a third party without first offering the same to JJFI in writing, at the same price and on the same terms as the Franchisee proposes to accept from such third party. "Business Assets" shall mean (A) the Franchisee's Squeegee Squad Business; (B) the lease for the Franchisee's office (if applicable); (C) the land and building for the Franchisee's office (if applicable); (D) this Agreement; and (E) the vehicles, supplies and equipment used in the Business, except for transactions involving the sale of the items listed in this Article 14.1 to the extent such sales occur in the normal course of business. The Franchisee's written offer to JJFI must contain all material terms and conditions of the proposed sale or transfer, including but not limited to the name, address, business experience and financial condition of the proposed third party transferee. Upon receipt by JJFI of written notice specifying such material terms and conditions of the proposed sale or transfer, JJFI will have the right (but not the obligation), exercisable by written notice to the Franchisee within 15 business days thereafter, to (1) accept such offer, (2) waive its right of first refusal to purchase, or (3) state an interest in negotiating to purchase the Business Assets. If JJFI elects to commence negotiations to purchase the Franchisee's Business Assets as set forth herein, the Franchisee may not sell the Business Assets to such third party for at least 30 days or until JJFI and the Franchisee agree in writing that the negotiations have terminated, whichever comes first. If JJFI waives its right to purchase, the Franchisee shall have the right to complete the sale or transfer of the Business Assets according to the terms set forth in the written notice to JJFI; however, any such sale, transfer or assignment to such third party is expressly subject to the terms and conditions set forth in Article 15 below and any material variation in the terms of the sale from those set forth in the original notice to JJFI, including but not limited to a change to the identity of such third party, shall constitute a new offer to purchase that shall be submitted to JJFI in the manner provided above. If JJFI elects to accept the offer from the Franchisee, the sale shall be consummated in accordance with the terms and conditions of the offer. The Franchisee's obligations under this Agreement including, but not limited to, its obligations to pay the Continuing Fees and to operate the Business Assets as a Squeegee Squad Business shall not be affected or changed because of JJFI's nonacceptance of the Franchisee's written offer.

14.2. ACKNOWLEDGMENT OF RESTRICTIONS. The Franchisee acknowledges and agrees that the restrictions imposed by JJFI on the transfer of the Business Assets and the Ownership Interests are reasonable and necessary to protect the goodwill associated with the Business System and the Marks, as well as JJFI's reputation and image, and are for the protection of JJFI, the Franchisee and all other franchisees that own and operate Squeegee Squad Businesses. Any assignment or transfer of the Business Assets or the Ownership Interests permitted by this Article 14 will not be effective until JJFI receives fully executed copies of all documents relating to the assignment or transfer, and JJFI has consented in writing to the assignment or transfer.

14.3. SELLING HOLDERS SUBJECT TO COVENANT NOT TO COMPETE. Any holder of Ownership Interests in the Franchisee that sells, assigns, trades, bequeaths, transfers or disposes of any Ownership Interests in the Franchisee will be subject to the provisions of Article 19 of this Agreement after the sale or assignment.

14.4. RIGHT OF FRANCHISOR TO PURCHASE FRANCHISE ASSETS. If this Agreement expires or is terminated by either JJFI or the Franchisee for any reason whatsoever, if the Franchisee wrongfully terminates this Agreement by failing to comply with Article 17 or otherwise, or if the Franchisee at any time ceases to do business within the Territory as a Squeegee Squad Business, then JJFI will have the right, but not the obligation, to purchase the Franchisee's Squeegee Squad Business, including the then-usable vehicles,

supplies, inventory and equipment, and all other assets that are required by JJFI for a standard Squeegee Squad Business and owned by the Franchisee in its Business and to acquire any lease or other contract rights of the Franchisee (hereinafter referred to in this provision as the “Franchise Assets”). JJFI will not purchase any assets from the Franchisee that are not part of the standard Squeegee Squad Business. Within 2 business days after this Agreement expires or is terminated by either party, wrongfully terminated by the Franchisee or the Franchisee ceases to do business as a Squeegee Squad Business, the Franchisee must give JJFI written notice of the Franchisee’s asking price for the Franchise Assets. If the Franchisee fails to give JJFI this notice and/or if JJFI and the Franchisee cannot agree on the price of the Franchise Assets, then, without considering any value for goodwill associated with the name “Squeegee Squad,” the Assets will be valued at book value (cost less depreciation). JJFI will have the right, but not the obligation, to purchase any or all of the Franchise Assets from the Franchisee for cash within 20 days after the fair market value of the Franchise Assets has been established and delivered to the parties in writing. Nothing in this provision may be construed to prohibit JJFI from enforcing the terms and conditions of this Agreement, including the covenants not to compete contained in Article 19.

ARTICLE 15

ASSIGNMENT

15.1. ASSIGNMENT BY FRANCHISOR. This Agreement may be unilaterally assigned and transferred by JJFI without the approval or consent of the Franchisee, and will inure to the benefit of JJFI’s successors and assigns. JJFI will give the Franchisee written notice of any such assignment or transfer, and the assignee will be required to fully perform JJFI’s obligations under this Agreement.

15.2. ASSIGNMENT BY THE FRANCHISEE TO CONTROLLED ENTITY OR IMMEDIATE FAMILY MEMBERS. If the Franchisee is an individual or a partnership, this Agreement may be transferred or assigned by the Franchisee, without first offering it to JJFI pursuant to Article 14 above, to (i) a corporation, limited liability company or other similar entity which is owned or controlled (controlled, for purposes of this Agreement, means ownership of at least 51% of the issued and outstanding capital stock, membership interests or other similar ownership interests) by the Franchisee or (ii) the Franchisee’s spouse or children (“Immediate Family Members”), provided that: (A) the Franchisee and each transferee owner (including shareholders, members or Immediate Family Members, as the case may be) sign the personal guaranty and agreement to be bound by the terms and conditions of this Agreement attached hereto; (B) the Franchisee furnishes prior written proof to JJFI substantiating that each transferee owner will be financially able to perform all of the terms and conditions of this Agreement; (C) none of the transferee owners owns, operates, franchises, develops, manages or controls any Competitive Business; and (D) in the event of a transfer or assignment to an Immediate Family Member, the transferee must successfully complete JJFI’s training program, at the Franchisee’s expense, and must be qualified from a managerial and financial standpoint, determined by JJFI in the exercise of its absolute judgment which shall not be subject to any limitation or review, to operate the Squeegee Squad Business in an economic and business-like manner. The Franchisee will give JJFI 15 days’ written notice prior to the proposed date of assignment or transfer of this Agreement to an owned or controlled entity of the Franchisee or an Immediate Family Member; however, the transfer or assignment of this Agreement will not be valid or effective until JJFI has received the legal documents which its legal counsel deems necessary to properly and legally document the transfer or assignment of this Agreement as provided herein.

15.3. TRANSFER OF OWNERSHIP INTERESTS. If the Franchisee is a corporation, limited liability company or other similar entity, then ownership interests of the Franchisee owned by the Franchisee’s owners (“ownership interests”) may not be sold, pledged, assigned, traded, transferred or otherwise disposed of by the Franchisee’s owners until the ownership interests have been first offered to JJFI in writing under the same terms and conditions offered to any third party as provided for in Article 14 above

and the conditions of Article 15.5 below are satisfied. Notwithstanding the terms of this Article 15, the Franchisee's owner may bequeath, sell, assign, trade or transfer his or her ownership interests to the other owners of the Franchisee or an Immediate Family Member without first offering the interests to JJFI, provided that each proposed transferee owner who will be involved in the operations or management of the Squeegee Squad Business has successfully completed JJFI's training program, at the Franchisee's expense, and is qualified from a managerial and financial standpoint to operate the Squeegee Squad Business in an economic and businesslike manner. The Franchisee and the Franchisee's owners must provide JJFI with written notice of all such transactions, and the proposed transferee owners must agree to be personally liable under this Agreement and enter into a written agreement where they agree to perform all the terms and conditions contained in this Agreement. All shares of ownership interests issued by the Franchisee to its owners must bear the following legend:

The ownership interests represented by this certificate are subject to a written Franchise Agreement which grants JACK & JOE'S FRANCHISING, INC. the right of first refusal to purchase these interests from the holder. Any person acquiring the interests represented by this certificate will be subject to the terms and conditions of the Franchise Agreement between the company specified on the face of this certificate and JACK & JOE'S FRANCHISING, INC. which includes provisions containing covenants not to compete that apply to all holders of ownership interest in the company.

15.4. ASSIGNMENT BY INDIVIDUAL FRANCHISEE IN EVENT OF DEATH OR PERMANENT DISABILITY. If the Franchisee is an individual, then in the event of the death or permanent disability of the Franchisee, this Agreement may be assigned, transferred or bequeathed by the Franchisee to any designated individual or beneficiary without first offering JJFI the right to acquire this Agreement pursuant to Article 14 of this Agreement and without the payment of any transfer fee. However, the assignment of this Agreement to the transferee, assignee or beneficiary of the Franchisee will be subject to the provisions of Articles 15.5(A) through (F) and 15.4(H) through (K), and will not be valid or effective until the transferee, assignee or beneficiary of the Franchisee have completed JJFI's training program, at their expense and JJFI has received the properly executed legal documents which its attorneys deem necessary to properly and legally document the transfer, assignment or bequest of this Agreement. Furthermore, the transferee, assignee or beneficiary must agree to be unconditionally bound by the terms and conditions of this Agreement and to personally guarantee the performance of the Franchisee's obligations under this Agreement.

15.5. APPROVAL OF TRANSFER. Subject to the provisions of Article 15.2, 15.3 and 15.4, this Agreement or the Business Assets, as defined in Article 14.1, may be sold, assigned or transferred by the Franchisee only with the prior written approval of JJFI. JJFI will not unreasonably withhold its consent to any sale, assignment or transfer under this Agreement, provided that Franchisee gives JJFI not less than ninety (90) days' written notice of Franchisee's intent to transfer this Agreement or the Business Assets and the Franchisee and the transferee comply with the following conditions:

- (A) The Franchisee has complied in all respects with the applicable provisions of Article 14 of this Agreement;
- (B) The Franchisee and the transferee have disclosed to JJFI all material terms of their transaction, including providing JJFI with a copy of all written agreements relating to the transfer;

- (C) All of the Franchisee's monetary obligations due to JJFI have been paid in full, and the Franchisee is not otherwise in default under this Agreement or any other agreement with JJFI;
- (D) The Franchisee and its owners have executed a written agreement in a form satisfactory to JJFI in which they agree to release JJFI of all claims to observe all applicable obligations and covenants (including noncompete covenants) contained in this Agreement;
- (E) The transferee and its owners have executed a written agreement in a form satisfactory to JJFI to be personally liable and discharge all of the Franchisee's obligations under this agreement;
- (F) The transferee has demonstrated to JJFI's satisfaction that he, she or it meets JJFI's managerial, financial and business standards for new franchisees, possesses a good business reputation and credit rating, and possesses the aptitude and ability to operate Squeegee Squad Business in an economic and businesslike manner (as may be evidenced by prior related business experience or otherwise);
- (G) The transferee must successfully complete the training program prescribed by JJFI, at the transferee's expense;
- (H) the Franchisee has paid the transfer fee required under Article 15.8;
- (I) None of the transferee and its owners owns, operates, franchises, develops, manages or controls a Competitive Business;
- (J) The transferee and all parties having a legal or beneficial interest in the transferee, including, if applicable, the holders of all ownership interests in the transferee and the transferee's personal guarantors as required by JJFI, execute JJFI's then-current standard Franchise Agreement and such other ancillary agreements as JJFI may require for the transfer of the Franchisee's Business;
- (K) The transferee will not be required to pay the Initial Franchise Fee; however, the transferee will be required to pay the Continuing Fees and the Advertising Fees to JJFI at the rate specified in the Agreement; and
- (L) If the transferee does not meet JJFI's net worth requirements for operations of the Squeegee Squad Business, then the Franchisee, its owners and the Personal Guarantors will execute a written agreement in a form satisfactory to JJFI agreeing to remain liable to JJFI for the obligations of the transferee hereunder.

15.6. TRANSFER TO COMPETITOR PROHIBITED. The Franchisee will not sell, assign or transfer this Agreement to any person, partnership, corporation or entity that owns, operates, franchises, develops, consults with, manages, is involved in, or controls a Competitive Business. If JJFI refuses to permit a transfer of this Agreement under this Article 15.6, the Franchisee's only remedy will be to have a court of competent jurisdiction determine whether the proposed transferee is a competitor of JJFI.

15.7. ACKNOWLEDGMENT OF RESTRICTIONS. The Franchisee acknowledges and agrees that the restrictions imposed by JJFI pursuant to this Article 15 are reasonable and necessary to protect the goodwill associated with the Business System and the Marks, as well as JJFI's reputation and image, and are for the protection of JJFI, the Franchisee and all other franchisees that own and operate Squeegee Squad Businesses.

Any assignment or transfer permitted by this Article 15 will not be effective until JJFI receives fully executed copies of all documents relating to the assignment or transfer, and JJFI has consented in writing to the assignment or transfer.

15.8. TRANSFER FEE. If, pursuant to the terms of this Article 15, this Agreement is assigned, transferred or sold to another person or entity, or if the holders of Ownership Interests in the Franchisee representing more than 50% of the voting power in the Franchisee transfer their interests in the Franchisee to a third party, then the Franchisee will pay JJFI a transfer fee to help defray the costs incurred by JJFI for training, attorneys' fees, accountants' fees, out-of-pocket expenses, administrative costs and the time of its employees and officers. The amount of the transfer fee shall be \$12,000 plus a \$5,000 training fee. The transfer fee must be paid by the Franchisee to JJFI prior to the date of transfer. In addition to the transfer fee, the Franchisee will also have to pay any fees paid to brokers (including any potential broker fees JJFI incurs). JJFI will waive the transfer fee in the event of a transfer to an Immediate Family Member; although the Immediate Family Member, if such a person has not already successfully completed JJFI's training program, must pay to JJFI the then-current training fee. JJFI will waive the training fee in the event of a transfer to an existing franchisee.

ARTICLE 16

FRANCHISOR'S TERMINATION RIGHTS; DAMAGES

16.1. CONDITIONS OF BREACH. In addition to its other rights of termination contained in this Agreement including under Article 16.4 below, JJFI will have the right to terminate this Agreement if:

- (A) The Franchisee fails to open and commence operations of its Squeegee Squad Business within 160 days from the date of this Agreement;
- (B) The Franchisee violates any material provision, term or condition of this Agreement or any other agreement between the Franchisee and JJFI or an affiliate of JJFI, including, but not limited to, failure to timely pay any Continuing Fees, Advertising Fees or any other monetary obligations or fees due to JJFI or its affiliates;
- (C) The Franchisee fails to conform to the Business System, the standards of uniformity and quality for the goods and services or the policies and procedures promulgated by JJFI in connections with the Business System, or is involved in any act or conduct which materially impairs the goodwill associated with the Marks or the Business System including, but not limited to, the application of non-approved products or false warranty representations;
- (D) The Franchisee fails to timely pay any of its uncontested obligations or liabilities due and owing to its employees, suppliers, banks, purveyors and other creditors, or JJFI;
- (E) Any check issued by the Franchisee is dishonored because of insufficient funds (except where the check is dishonored because of an error in bookkeeping or accounting) or closed accounts;
- (F) The Franchisee fails to pay for the vehicles, supplies and equipment required for its Business prior to commencing business;
- (G) The Franchisee fails to file any required federal, state or other income or sales tax return or fails to timely pay any federal, state or other income or sales taxes when due.

16.2. NOTICE OF BREACH. Except as provided for in Article 16.4 of this Agreement, JJFI will not

have the right to terminate this Agreement unless and until written notice setting forth the alleged breach has been given to the Franchisee by JJFI and, after having been given such written notice of breach, the Franchisee fails to correct the alleged breach within the period of time specified by applicable law. If applicable law does not specify a time period to correct an alleged breach, then the Franchisee will have 30 days after having been given such written notice to correct the alleged breach, except for nonpayment of amounts owed to JJFI, in which case the Franchisee will have 10 days after having been given such written notice to correct the alleged breach. If the Franchisee fails to correct the alleged breach set forth in the written notice within the applicable period of time, then this Agreement may be terminated by JJFI as provided for in this Agreement.

16.3. NOTICE OF TERMINATION. If the Franchisee has not corrected the alleged breach set forth in the written notice within the time period specified in this Article, then JJFI will have the right to terminate this Agreement by giving the Franchisee written notice stating to the Franchisee that this Agreement is terminated, and in that event, unless applicable law provides to the contrary, the effective date of termination of this Agreement will be the day such written notice is given.

16.4. NOTICE OF IMMEDIATE TERMINATION. JJFI will have the right and privilege, unless prohibited by applicable law, to immediately terminate this Agreement, without any opportunity to cure, if:

- (A) The Franchisee or any of its partners, directors, officers, governors, managers or majority stockholders is convicted of, or pleads guilty or no contest to, a charge of violating any law relating to the Franchisee's Squeegee Squad Business or any felony;
- (B) The Franchisee voluntarily or otherwise abandons, as defined herein, the Franchisee's Squeegee Squad Business;
- (C) The Franchisee is involved in any act or conduct which materially impairs the goodwill associated with JJFI's Marks or Business System, and the Franchisee fails to correct such act or conduct within 24 hours of receipt of written notice from JJFI;
- (D) The Franchisee fails to allow or provide to JJFI electronic access to the Franchisee's data or information as required under 11.18 above;
- (E) The Franchisee fails or refused to permit JJFI to audit the Franchisee's financial records (including the records from any other businesses Franchisee may own), or fails or refuses to produce its financial records for audit by JJFI in accordance with Article 13.6;
- (F) The Franchisee is determined to be insolvent within the meaning of any state or federal law, files for bankruptcy or is adjudicated bankrupt under any state or federal law;
- (G) The Franchisee makes an assignment for the benefit of creditors or enters into any similar arrangement for the disposition of its assets for the benefit of creditors; or
- (H) The Franchisee's default is its third default within the last 24 months.

16.5. DAMAGES. In the event this Agreement is terminated by JJFI pursuant to this Article, or if the Franchisee breaches this Agreement by a wrongful termination or a termination that is not in accordance with the terms and conditions of Article 17 of this Agreement, then JJFI will be entitled to seek recovery from the Franchisee for all of the damages that JJFI has sustained and will sustain in the future as a result of the Franchisee's breach of this Agreement, which will include damages based upon the Continuing Fees, Advertising Fees, and other fees that would have been payable by the Franchisee for the remaining term of

this Agreement.

ARTICLE 17

FRANCHISEE'S TERMINATION RIGHTS

17.1. GROUND FOR TERMINATION. The Franchisee will have the right and privilege to terminate this Agreement, as provided for herein, if JJFI violates any material provision, term or condition of this Agreement.

17.2. NOTICE OF BREACH. The Franchisee will not have the right to terminate this Agreement unless and until written notice setting forth the alleged breach in detail has been given to JJFI by the Franchisee and JJFI fails to correct the alleged breach within 60 days after having been given such written notice. If JJFI fails to correct the alleged breach within 60 days after having been given such written notice, then this Agreement may be terminated by the Franchisee; provided that the Franchisee complies with the post-term obligations described in Article 18.

17.3. WAIVER. The Franchisee must give JJFI immediate written notice of an alleged breach or violation of this Agreement after the Franchisee has knowledge of, determines or is of the opinion that there has been an alleged breach or violation of this Agreement by JJFI. If the Franchisee fails to give written notice to JJFI of an alleged breach or violation of this Agreement within one year from the date that the Franchisee has knowledge of, determines, is of the opinion that, or becomes aware of facts and circumstances reasonably indicating that the Franchisee may have a claim under any state law, federal law or common law, then the alleged breach or violation will be deemed to be condoned, approved and waived by the Franchisee, and the Franchisee will be barred from commencing any legal or other action against JJFI for that alleged breach or violation.

ARTICLE 18

FRANCHISEE'S OBLIGATIONS UPON TERMINATION OR EXPIRATION

18.1. OBLIGATIONS UPON TERMINATION. Upon expiration or termination of this Agreement for any reason, the Franchisee's right to use the service mark Squeegee Squad and the other Marks and the Business System will terminate immediately and revert back to JJFI. In addition, the Franchisee will: (A) within 5 days after expiration or termination, pay all Continuing Fees, Advertising Fees, and other amounts due and owing to JJFI or its affiliates under this Agreement, or any other contract, promissory note or other obligation payable by the Franchisee to JJFI or its affiliates; (B) immediately return to JJFI by first class prepaid United States mail all copies of the Manual, advertising materials and all other printed materials containing the Marks or pertaining to the Franchisee's Squeegee Squad Business; (C) immediately inform its suppliers in writing of the termination of the Franchisee's rights to operate a franchised Squeegee Squad; (D) immediately discontinue use of all confidential and proprietary information; (E) immediately deliver all customer lists and records to JJFI; (F) cease participation in any Squeegee Squad website; (G) discontinue use of the Marks in any online communications; (H) alter its business as specified in Article 18.2; (I) comply with the post-term covenant not to compete described in Article 19.2 and all other applicable post-term obligations; and (J) not use any of the Marks in a derogatory, negative, or other inappropriate manner in any media, including but not limited to, print or electronic media.

18.2. ALTERATION OF VEHICLES AND OFFICE. If this Agreement expires or is terminated for any reason or if the Squeegee Squad Business office ever ceases to be used as a Squeegee Squad Business, then the Franchisee will, at its expense, remove the Squeegee Squad signs and decals from, and change the

colors and décor of, all vehicles and other equipment and the business office used by the Franchisee in its Squeegee Squad Business.

18.3. TRANSFER OF TELEPHONE DIRECTORY LISTINGS. Upon termination or expiration of this Agreement, JJFI will have the right to notify the telephone company and all listing agencies of the termination or expiration of the Franchisee's right to use all telephone numbers and all classified and other directory listings for the Franchisee's Squeegee Squad Business or otherwise placed under the name Squeegee Squad, and to authorize the telephone company and all listing agencies to transfer to JJFI or its assignee all telephone numbers and directory listings for the Franchisee's Squeegee Squad Business. The Franchisee acknowledges that JJFI has all rights, title and interest in and to all telephone numbers and directory listings associated with the Marks, and the Franchisee hereby authorizes JJFI to direct the telephone company and all listing agencies to transfer all of the Franchisee's telephone numbers and directory listings to JJFI or its assignee if this Agreement expires or is terminated for any reason whatsoever. The telephone company and all listing agencies will accept this Agreement as evidence of the exclusive rights of JJFI to such telephone numbers and directory listings. This Agreement will constitute the Franchisee's authorization for the telephone company and listing agencies to transfer the telephone numbers and directory listings for the Franchisee's Squeegee Squad Business to JJFI, and will constitute a release of the telephone company and listing agencies by the Franchisee from any and all claims, actions and damages that the Franchisee may at any time have the right to allege against them in connection with this provision.

ARTICLE 19

FRANCHISEE'S COVENANTS NOT TO COMPETE

19.1. IN-TERM COVENANT NOT TO COMPETE. The Franchisee, the Franchisee's owners and the Personal Guarantors will not, during the term of this Agreement, on their own account or as an employee, agent, consultant, partner, officer, director, governor, manager or owner of any other person, firm, entity, partnership, limited liability company or corporation, own, operate, lease, franchise, conduct, engage in, be connected with, have any interest in or assist any person or entity engaged in a Competitive Business, except with the prior written consent of JJFI.

19.2. POST-TERM COVENANT NOT TO COMPETE. The Franchisee, the Franchisee's owners and the Personal Guarantors will not, for a period of 24 months after the termination or expiration of this Agreement, on their own account or as an employee, independent contractor, agent, consultant, partner, officer, director, governor, manager or owner of any other person, firm, entity, partnership, limited liability company or corporation:

- (A) Own, operate, lease, franchise, conduct, engage in, be connected with, have any interest in or assist any person or entity engaged in a Competitive Business (including, but not limited to, over the internet), which is located (i) within the Territory, (ii) within the territories of any other Squeegee Squad business operated by JJFI or any of its affiliates or franchisees, (iii) within 10 miles of any of the areas described in (i) or (ii) above, or (iv) over the internet;
- (B) Divert or attempt to divert any existing or potential business or customers of JJFI, any JJFI affiliate or any Squeegee Squad franchisee; or
- (C) Solicit or perform residential and/or commercial window cleaning or other Squeegee Squad services for any customer for whom or which such services was performed by the Franchisee under the Squeegee Squad service marks, trademarks, and Business System during the term of this Agreement.

The Franchisee, the holders+ of all Ownership Interests in the Franchisee and the Personal Guarantors expressly agree (i) that the time, the internet and the geographical limitations set forth in this provision are reasonable and necessary to protect JJFI and JJFI's franchisees if this Agreement expires or is terminated by either party for any reason, (ii) that the time period expressed above shall be extended by an amount of time equal to the time the Franchisee, the holders of all Ownership Interests in the Franchisee or the Personal Guarantors are in breach of the provisions of this Article 19.2, and (iii) that this covenant not to compete is necessary to permit JJFI the opportunity to resell and/or develop a new Squeegee Squad Business at or in the area near the Territory.

ARTICLE 20

INDEPENDENT CONTRACTORS

20.1. INDEPENDENT CONTRACTORS. JJFI and the Franchisee are each independent contractors and, as a consequence, there is no employer-employee, principal-agent or fiduciary relationship between JJFI and the Franchisee. The Franchisee will not have the right to and will not make any agreements, representations or warranties in the name of or on behalf of JJFI or represent that their relationship is other than that of franchisor and franchisee. Neither JJFI nor the Franchisee will be obligated by or have any liability to the other under any agreements or representations made by the other to any third parties. Each of the parties agrees to file its own tax, regulatory and payroll reports with respect to its employees and operations, saving and indemnifying the other party from any liability of any nature whatsoever.

20.2. INDEMNIFICATION. JJFI will not be obligated to the Franchisee or any other person or entity for damages arising out of, from, in connection with, or as a result of the Franchisee's negligence or the operation of the Franchisee's Squeegee Squad Business. The Franchisee will indemnify, defend and hold JJFI and its affiliates harmless against all claims, lawsuits, damages, obligations, liability, actions and judgments of any nature whatsoever (regardless of cause or any concurrent or contributing fault or negligence of JJFI) (collectively, "Claims") arising out of, from, as a result of, or in connection with the Franchisee's negligence or the operation of the Franchisee's Squeegee Squad Business or any business conducted by the Franchisee pursuant to this Agreement, including, without limitation, any Claims arising from or relating to: (A) any personal injury, property damage, commercial loss or environmental contamination resulting from any negligence or act or omission of the Franchisee or its employees, independent contractors, agents or representatives; (B) any failure on the part of the Franchisee to comply with any requirement of any governmental authority; (C) any failure of the Franchisee to comply with any requirement or condition of this Agreement or any other agreement with JJFI or any affiliate of JJFI. Further, the Franchisee will indemnify and reimburse JJFI and its affiliates for all costs reasonably incurred by JJFI in the defense of any such Claims brought against it or in any action in which it is named as a party, including, without limitation, attorneys' fees. Notwithstanding the Franchisee's obligation to defend JJFI as described above, JJFI will have the right to defend any claim made against it that results from or arises out of the Franchisee's Squeegee Squad Business.

20.3. CONTINUATION OF OBLIGATIONS. The indemnification and other obligations contained in this Article will continue in full force and effect subsequent to and notwithstanding the expiration or termination of this Agreement.

ARTICLE 21

DISPUTE RESOLUTION

21.1. REQUIRED DISPUTES MEETING. JJFI and Franchisee agree that all disputes arising under this Agreement or the parties' relationship generally shall be resolved through binding arbitration in

accordance with this Article. Prior to initiation of any Arbitration proceeding, and except for actions initiated in accordance with Article 21.4, the parties thereto shall participate in a meeting, at a mutually agreeable time and location, and engage in a good-faith attempt to resolve the dispute. The burden of arranging the meeting will fall to the party desiring to initiate arbitration, although both the Franchisee and JJFI shall have a duty to cooperate in the scheduling of any such meeting in good faith. The required dispute meeting may be waived only in a writing signed by both parties, or if a party refuses to schedule such a meeting, or fails to respond to written request for a meeting within 10 business days. This Article 21.1 shall not apply to disputes initiated by JJFI for the collection of past due fees, or other amounts owed, where the amount at issue is \$20,000 or less.

21.2. DISPUTES SUBJECT TO ARBITRATION. Except as expressly provided in Article 21.5 below, all disputes and controversies between JJFI and the Franchisee and their officers, directors, governors, managers and owners or partners and the Personal Guarantors, including allegations of fraud, misrepresentation or violation of any state or federal laws or regulations, arising under, as a result of, or in connection with this Agreement, the Territory or the Franchisee's Squeegee Squad Business will be submitted to binding arbitration under the authority of the Federal Arbitration Act and will be arbitrated in accordance with the then-current Commercial Rules and Regulations of the American Arbitration Association. All arbitration hearings will take place exclusively in Minneapolis, Minnesota. Franchisee further agrees that no cause of action arising out of or under this Agreement may be maintained by Franchisee against JJFI 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 the Franchisee becomes aware of facts or circumstances reasonably indicating that Franchisee may have a claim against JJFI hereunder, whichever occurs sooner, and that any action not brought within this period shall be barred as a claim, counterclaim, defense, or set-off.

21.3. POWERS OF ARBITRATOR. The authority of the arbitrator(s) will be limited to making a finding, judgment, decision and award relating to the interpretation of or adherence to the written provisions of this Agreement. The arbitrator(s) will not have the authority or right to add to, delete, amend or modify in any manner the terms, conditions and provisions of this Agreement. All findings, judgments, decisions and awards of the arbitrator(s) will be limited to the dispute set forth in the written demand for arbitration, and the arbitrator(s) will not have the authority to decide any other issues. The arbitrator(s) will not have the right or authority to (A) stay the effectiveness of any pending termination of this Agreement; (B) make any award which extends, modifies or suspends any lawful term of this Agreement; or (C) award punitive damages to JJFI or the Franchisee or their officers, directors, owners or partners and the Personal Guarantors, and JJFI and the Franchisee and their officers, directors, owners or partners, and the Personal Guarantors expressly waive their rights to plead or seek punitive damages. All findings, judgments, decisions and awards by the arbitrator(s) will be in writing and will be final and binding on JJFI and the Franchisee. The written decision of the arbitrator(s) will be deemed to be an order, judgment and decree and may be entered as such in any court of competent jurisdiction by either party.

21.4. NO COLLATERAL ESTOPPEL OR CLASS ACTIONS. All arbitration findings, conclusions, orders and awards made by the arbitrator will be final and binding on JJFI and the Franchisee and their officers, directors, governors, managers, owners or partners, and the Personal Guarantors; however, such arbitration findings, conclusions, orders and awards may not be used to collaterally estop either party from raising any like or similar issues, claims or defenses in any other or subsequent arbitration, litigation, court hearing or other proceeding involving third parties or other Franchisees. No party except JJFI, the Franchisee, and their officers, directors, governors, managers, owners or partners, and the Personal Guarantors will have the right to join in any arbitration proceeding arising under this Agreement, and, therefore, the arbitrator will not be authorized to permit or approve class actions or to permit any person or entity that is not a party to this Agreement to be involved in or to participate in any arbitration hearings conducted pursuant to this Agreement.

21.5. INJUNCTIVE AND OTHER RELIEF. Notwithstanding Article 21.1 above, the Franchisee recognizes that the Business is one of a large number of Businesses identified by the Marks and similarly situated and selling to the public similar products, and hence the failure on the part of a single franchisee to comply with the terms of its franchise agreement could cause irreparable damage to JJFI and/or to some or all other franchisees of JJFI. Therefore, it is mutually agreed that in the event of a breach or threatened breach of any of the terms of this Agreement by the Franchisee, JJFI shall forthwith be entitled to seek an injunction restraining such breach and/or to a decree of specific performance, without showing or proving any actual damage, together with recovery of reasonable attorneys' fees and other costs incurred in obtaining said equitable relief, until such time as a final and binding determination is made by the arbitrators. Similarly, it is mutually agreed that in the event of a breach or threatened breach of any of the terms of this Agreement by JJFI, the Franchisee shall forthwith be entitled to seek an injunction restraining such breach and/or to a decree of specific performance, without showing or proving any actual damage, together with recovery of reasonable attorneys' fees and other costs incurred in obtaining said equitable relief, until such time as a final and binding determination is made by the arbitrators. The foregoing equitable remedies shall be in addition to, and not in lieu of, all other remedies or rights which the parties might otherwise have by virtue of any breach of this Agreement by the other party. Finally, JJFI and its affiliates reserve the right to commence a civil action against the Franchisee or take other appropriate action for the following reasons: to collect sums of money due to JJFI or its affiliates; to compel the Franchisee's compliance with trademark standards and requirements to protect the goodwill of the Marks; to compel the Franchisee to compile and submit required reports to JJFI; or to permit evaluations or audits authorized by this Agreement.

21.6. PAYMENT OF COSTS AND EXPENSES. The nonprevailing party will pay all costs and expenses, including attorneys' fees, deposition costs, expert witness fees, investigation costs, accounting fees, filing fees and travel expenses actually incurred by the prevailing party in any arbitration or court proceeding arising under, out of, in connection with, or in relation to this Agreement or the Business conducted hereunder, and interest on such costs, fees, and expenses.

ARTICLE 22

GENERAL PROVISIONS

22.1. APPLICABLE LAW; VENUE AND JURISDICTION. Subject to JJFI's rights under the United States Trademark Act of 1946 (Lanham Act, 15 U.S.C. §1051 et seq.) and the parties' rights under the Federal Arbitration Act, this Agreement and the relationship between the parties shall be governed by and interpreted in accordance with the laws (statutory or otherwise) of the State in which the Business is located. The parties agree that any state law or regulation applicable to the offer or sale of franchises or the franchise relationship will not apply unless the jurisdictional provisions are independently met. The Franchisee waives, to the fullest extent permitted by law, the rights and protections that may be provided through the franchise or business opportunity laws of any state other than the State in which the Business is located. This Agreement shall be deemed to be amended from time to time as may be necessary to bring any of its provisions into conformity with valid applicable laws or regulations. Any cause of action, claim, suit or demand allegedly arising from or related to the terms of this Agreement or the relationship of the parties that is not subject to arbitration under Article 21 hereof, shall be brought in the Federal District Court for the District of Minnesota or in Hennepin County District Court, Minneapolis, Minnesota. Both parties hereto irrevocably submit themselves to, and consent to, the jurisdiction of such courts. The provisions of this Article 22.1 shall survive the termination of this Agreement. The Franchisee is aware of the business purposes and needs underlying the language of this Article 22.1, and with a complete understanding thereof, agrees to be bound in the manner set forth.

22.2. JJFI'S RIGHTS. Whenever this Agreement provides that JJFI has a certain right, that right is absolute and the parties intend that JJFI's exercise of that right will not be subject to any limitation or

review. JJFI has the right to operate, administrate, develop, and change the Business System in any manner that is not specifically precluded by the provisions of this Agreement.

22.3. JJFI'S REASONABLE BUSINESS JUDGMENT. Whenever JJFI reserves or is deemed to have reserved discretion in a particular area or where JJFI agrees or is deemed to be required to exercise its rights reasonably or in good faith, JJFI will have satisfied its obligations whenever JJFI exercises reasonable business judgment in making its decision or exercising its rights. A decision or action by JJFI will be deemed to be the result of reasonable business judgment, even if other reasonable or even arguably preferable alternatives are available, if JJFI's decision or action is intended, in whole or significant part, to promote or benefit the Business System generally even if the decision or action also promotes a financial or other individual interest of JJFI. Examples of items that will promote or benefit the Business System include enhancing the value of the Marks, improving customer service and satisfaction, improving product quality, improving uniformity, enhancing or encouraging modernization, and improving the competitive position of the Business System. Neither the Franchisee nor any third party (including, a trier of fact) may substitute its judgment for JJFI's reasonable business judgment.

22.4. SEVERABILITY. All provisions of this Agreement are severable and this Agreement will be interpreted and enforced as if all completely invalid or unenforceable provisions were not contained herein and partially valid and enforceable provisions will be enforced to the extent valid and enforceable. If any applicable 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 or the taking of some other action not required hereunder, or if under any applicable and binding law of any jurisdiction, any provision of this Agreement or any specification, standard or operating procedure prescribed by JJFI is invalid or unenforceable, the prior notice or other action required by such law or rule will be substituted for the notice requirements hereof, or such invalid or unenforceable provision, specification, standard or operating procedure will be modified to the extent required to be valid and enforceable. Such modifications to this Agreement will be effective only in such jurisdiction and will be enforced as originally made and entered into in all other jurisdictions.

22.5. WAIVER. JJFI and the Franchisee may, by written instrument signed by JJFI and the Franchisee, waive any obligation of or restriction upon the other under this Agreement. Acceptance by JJFI of any payment by the Franchisee and the failure, refusal or neglect of JJFI to exercise any right under this Agreement or to insist upon full compliance by the Franchisee of its obligations hereunder including, without limitation, any mandatory specification, standard or operating procedure, will not constitute a waiver by JJFI of any provision of this Agreement. JJFI will have the right to waive obligations or restrictions for other franchisees under their franchise agreements without waiving those obligations or restrictions for the Franchisee and, except to the extent provided by law, JJFI will have the right to negotiate terms and conditions, grant concessions and waive obligations for other franchisees of JJFI without granting those same rights to the Franchisee and without incurring any liability to the Franchisee whatsoever.

22.6. JJFI'S RIGHTS CUMULATIVE. The rights of JJFI hereunder are cumulative and no exercise or enforcement by JJFI of any right or remedy hereunder will preclude the exercise or enforcement by JJFI of any other right or remedy hereunder or which JJFI is entitled by law to enforce.

22.7. NOTICES. All notices to JJFI will be in writing and will be made by personal service upon a governor or manager of JJFI or sent by prepaid registered or certified United States mail addressed to JJFI at 8147 Maple Lane N, Maple Grove, MN 55311 or such other address as JJFI may designate in writing. All notices to the Franchisee will be by personal service upon the Franchisee or any officer, director, governor or manager of the Franchisee, or sent by prepaid registered or certified United States mail addressed to the Franchisee at the Squeegie Squad Business office or such other address as the Franchisee may designate in writing, or by delivery to any employee of the Franchisee by a recognized overnight delivery service (such as Federal Express or UPS) which requires a written receipt of delivery from the

addressee. Notice by mail is effective upon depositing the same in the mail in the manner provided above, notice by personal service is effective upon obtaining service and notice by overnight delivery service is effective upon delivery by such delivery service.

22.8. ENTIRE AGREEMENT. This Agreement supersedes and terminates all prior agreements relating to the operation of a Squeegee Squad Business by the Franchisee in the Territory, either oral or in writing, between the parties and therefore, any representations, inducements, promises or agreements between the parties related to such subject matter, but not contained in this Agreement or not in writing signed by the President or a Vice President of JJFI and by the Franchisee will not be enforceable. The preambles are a part of this Agreement, which constitutes the entire agreement of the parties, and there are no other oral or written understandings or agreements between JJFI and the Franchisee relating to the subject matter of this Agreement, although nothing in this or any related agreement is intended to disclaim the representations made in the franchise disclosure document that JJFI furnished to the Franchisee. No modification, change, addition, rescission, release, amendment or waiver of this Agreement and no approval, consent or authorization required by any provision of this Agreement may be made except by a written agreement subscribed to by duly authorized officers, partners or representatives of the Franchisee and the President or a Vice President of JJFI. JJFI and the Franchisee will not have the right to amend or modify this Agreement orally or verbally, and any attempt to do so will be void in all respects.

22.9. AGREEMENT BINDING ON HEIRS AND ASSIGNS. This Agreement is binding upon the parties hereto and their respective executors, administrators, heirs, assigns and successors in interest.

22.10. JOINT AND SEVERAL LIABILITY. If the Franchisee consists of more than one person, their liability under this Agreement will be joint and several.

22.11. HEADINGS; TERMS. The headings of the Articles and the provisions thereof are for convenience only and do not define, limit or construe the contents of such Articles. The term “the Franchisee” as used herein is applicable to one or more individuals, a corporation, a partnership, a limited liability company or other entity, as the case may be, and the singular usage includes the plural, and the masculine usage includes the neuter and the feminine, and the neuter usage includes the masculine and the feminine. References to “the Franchisee,” “assignee” and “transferee” which are applicable to an individual or individuals will mean the principal owner or owners of the equity or operating control of the Franchisee or any such assignee or transferee if the Franchisee or such assignee or transferee is a corporation, partnership, limited liability company or other entity. If the Franchisee consists of more than one individual, then all individuals will be bound jointly and severally by the terms and conditions of this Agreement.

22.12. EFFECT OF WRONGFUL TERMINATION. If either JJFI or the Franchisee takes any action to terminate this Agreement or to convert the Franchisee’s Squeegee Squad Business to another business, and if such action was taken without first complying with the applicable terms and conditions (including the notice and opportunity to cure provisions) of this Agreement, then such action will not relieve either party of, or release either party from, any of its obligations under this Agreement, and the terms and conditions of this Agreement will remain in full force and effect and the parties will be obligated to perform all terms until such time as this Agreement expires or is terminated in accordance with the provisions of this Agreement and applicable law, as determined by an arbitration or a court of competent jurisdiction.

22.13. WAIVER OF PUNITIVE DAMAGES. THE FRANCHISEE AND JJFI AND THEIR AFFILIATES AGREE TO WAIVE, TO THE FULLEST EXTENT PERMITTED BY LAW, THE RIGHT TO OR A CLAIM FOR ANY PUNITIVE OR EXEMPLARY DAMAGES AGAINST THE OTHER AND AGREE THAT IN THE EVENT OF ANY DISPUTE BETWEEN THEM, EACH WILL BE LIMITED TO THE RECOVERY OF ACTUAL DAMAGES SUSTAINED BY IT.

22.14. WAIVER OF JURY TRIAL. JJFI AND THE FRANCHISEE IRREVOCABLY WAIVE TRIAL BY JURY IN ANY ACTION, PROCEEDING, OR COUNTERCLAIM, WHETHER AT LAW OR IN EQUITY, BROUGHT BY EITHER OF THEM AGAINST THE OTHER, WHETHER OR NOT THERE ARE OTHER PARTIES IN SUCH ACTION OR PROCEEDING.

22.15. INDEPENDENT INVESTIGATION. Franchisee represents and warrants that Franchisee has conducted its own independent investigation of all financial requirements, economics, business and legal risks as to the window cleaning service industry, and the Squeegee Squad Business in particular. Franchisee further recognizes that the franchised business involves risks and that its success will largely dependent upon Franchisee's own ability and efforts as an independent businessperson.

22.16. TERMS OF OTHER FRANCHISES MAY DIFFER. The Franchisee acknowledges that other franchisees of JJFI have or will be granted franchises at different times and in different situations, and further acknowledges that the terms and conditions of such franchises and the resulting franchise agreements may vary substantially in economics, form and in substance from those contained in this Agreement.

<Signatures on Following Page>

IN WITNESS WHEREOF, JJFI, the Franchisee and the owners of the Franchisee have respectively signed this Agreement to be effective as of the day and year first above written.

In the Presence of:

“JJFI”

JACK & JOE’S FRANCHISING, INC.

By _____
Its _____

In the Presence of:

The “Franchisee”

The undersigned individual owners of the Franchisee hereby agree to be bound by the terms and conditions of this Agreement.

In the Presence of:

Owners

Percentage of
Ownership

_____%
_____%
_____%
_____%

The undersigned spouse(s) of the individual Franchisee(s) hereby agree to be bound by the terms and conditions of this Agreement regarding confidentiality of information and covenants not to compete.

Print Name

Print Name

PERSONAL GUARANTY
OF THE FRANCHISE AGREEMENT AND PROMISSORY NOTE

In consideration of the execution of this Agreement by JJFI, and for other good and valuable consideration, the undersigned, for themselves, their heirs, successors, and assigns, do jointly, individually and severally hereby become surety and guaranty for the payment of all amounts and the performance of the covenants, terms and conditions in this Agreement, and the Promissory Note executed concurrently therewith, if any, (collectively the "Agreements") to be paid, kept and performed by the Franchisee.

Further, the undersigned, individually and jointly, hereby agree to be personally bound by each and every condition and term contained in the Agreements and agree that this PERSONAL GUARANTY should be construed as though the undersigned and each of them executed an Agreement containing the identical terms and conditions of the Agreements.

If any default should at any time be made therein by the Franchisee, then the undersigned, their heirs, successors and assigns, do hereby, individually, jointly and severally, promise and agree to pay to JJFI all monies due and payable to JJFI under the terms and conditions of the Agreements.

In addition, if the Franchisee fails to comply with any other terms and conditions of the Agreements, then the undersigned, their heirs, successors and assigns, do hereby, individually, jointly and severally, promise and agree to comply with the terms and conditions of the Agreements for and on behalf of the Franchisee.

In addition, should the Franchisee at any time be in default on any obligation to pay monies to JJFI or any subsidiary or affiliate of JJFI, whether for merchandise, products, supplies, furniture, fixtures, equipment or other goods purchased by the Franchisee from JJFI or any subsidiary or affiliate of JJFI, or for any other indebtedness of the Franchisee to JJFI or any subsidiary or affiliate of JJFI, then the undersigned, their heirs, successors and assigns, do hereby, individually, jointly and severally, promise and agree to pay all such monies due and payable from the Franchisee to JJFI or any subsidiary or affiliate of JJFI upon default by the Franchisee.

It is further understood and agreed by the undersigned that the provisions, covenants and conditions of this PERSONAL GUARANTY will inure to the benefit of the successors and assigns of JJFI.

<Signatures on Following Page>

PERSONAL GUARANTORS

Individually

Address

City State Zip Code

Telephone

Individually

Address

City

State
Zip Code

Telephone

Individually

Address

City State Zip Code

Telephone

Individually

Address

City

State
Zip Code

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Individually

Address

City State Zip Code

Telephone

Individually

Address

City

State
Zip Code

Telephone

Exhibit A

TO SQUEEGEE SQUAD FRANCHISE AGREEMENT

TERRITORY

The Franchisee's Territory shall be the following geographic area, as described on the attached written boundaries and/or map.

Exhibit B

TO SQUEEGEE SQUAD FRANCHISE AGREEMENT

ADDITIONAL TERRITORY ADDENDUM

This Additional Territory Addendum ("Addendum") is appended to, and made a part of, the Squeegee Squad Franchise Agreement, dated _____ (the "Franchise Agreement"), between Jack & Joe's Franchising, Inc. ("JJFI") and _____ ("Franchisee"). The following amends and shall be incorporated into the Franchise Agreement. In the event of any conflict between the terms of the Franchise Agreement and the terms of this Addendum, the terms of this Addendum shall control. All capitalized terms not defined in this Addendum have the respective meanings set forth in the Franchise Agreement.

1. Additional Territory. Franchisee's Territory, as described in Exhibit A to the Franchise Agreement, shall be modified so as to include the geographic area, described on the attached written boundaries and/or map, the ("Additional Territory")

2. Fee. Franchisee must pay JJFI an Additional Territory Fee of \$_____ at the time this Addendum is executed.

3. Effect. Except as specifically amended by this Addendum, the Franchise Agreement is in full force and effect as written.

4. Effective Date. This Addendum is effective as of the date of its execution and will terminate upon the termination of the Franchise Agreement.

IN WITNESS WHEREOF, the parties have executed this Addendum on the date first noted above.

JJFI:

FRANCHISEE:

By: _____

By: _____

Title: _____

Title: _____

Exhibit C

TO SQUEEGEE SQUAD FRANCHISE AGREEMENT

SQUEEGEE SQUAD INTER-TERRITORY REFERRAL POLICY

This Squeegee Squad Inter-Territory Referral Policy shall govern all requests for service by customers of JJFI, a JJFI affiliate, or any Squeegee Squad franchisee when: (a) such service is to be performed outside the Territory of the franchisee receiving the request, or (b) in the case of requests made of JJFI's affiliates ("JJFI Affiliates"), such service is to be performed within a Squeegee Squad franchisee's Territory.

A Squeegee Squad franchisee may not perform window cleaning or other Squeegee Squad services outside of its Territory, without prior approval by JJFI. In the event that any Squeegee Squad franchisee is asked to perform window cleaning or other Squeegee Squad services outside of its Territory, the franchisee shall promptly notify JJFI. JJFI will determine whether the requested service is to be performed within the Territory of any Squeegee Squad franchisee. If the service requested is to be performed within the Territory of another Squeegee Squad franchisee, the franchisee that received the request for service (the "Referring Franchisee") will be obligated to request permission to complete such work (the "Referral Work") from the franchisee in whose Territory the work is to be performed (the "Local Franchisee"). The Referring Franchisee may only complete the Referral Work upon the express written consent of the Local Franchisee. If the Local Franchisee does not accept or reject the Referral Work within 48 hours of receiving such referral, the Referring Franchisee must notify JJFI who may, in its sole discretion, determine whether the Referring Franchisee may proceed to complete the Referral Work. This paragraph shall apply equally to a JJFI Affiliate, as though it is a Squeegee Squad franchisee.

In the event the service requested is to be performed at a location outside the Territory of any franchisee, JJFI will either permit the Referring Franchisee to perform the services itself or require the Referring Franchisee to refer the job to another franchisee, (or a JJFI Affiliate).

Franchisees shall not have the right to and will not make any agreements, representations or warranties in the name of or on behalf of JJFI, any JJFI Affiliate or another Squeegee Squad franchisee, including without limitation any contracts or commitments relating to the pricing or commitment to perform any Referral Work to be performed by any entity other than the Franchisee, and shall not have the right to and will not commit itself to perform any Referral Work within the assigned territory of JJFI, any JJFI Affiliate or another Squeegee Squad franchisee, without in each instance obtaining the prior written consent of JJFI, the applicable JJFI Affiliate or the applicable Squeegee Squad franchisee.

Nothing in this policy shall be construed to permit any Squeegee Squad franchisee to market or advertise outside of its Territory.

All disputes arising out of this policy shall be resolved by JJFI, and JJFI's decision will be binding on all parties.

Exhibit D
TO SQUEEGEE SQUAD FRANCHISE AGREEMENT

FORM OF PROMISSORY NOTE

US\$ _____

Date _____

The undersigned, for value received, promises to pay to the order of Jack & Joe's Franchising, Inc. ("JJFI"), a Minnesota corporation, the principal sum of \$_____, together with simple interest on the unpaid principal balance from the date of this Note until fully paid at the rate of ___% per annum, the same to be paid in equal monthly installments of \$_____, beginning on the first day a Squeegee Squad® business is opened, as set forth in the Franchise Agreement dated _____, and on the same day of each month thereafter until paid in full. The maker of this Note shall execute any and all documents reasonably requested by JJFI to allow it to draft the maker's deposit accounts for each and every installment payment, and any and all other amounts due under this Note.

Presentment for payment, protest and notice of dishonor are waived by each maker, endorser and guarantor hereof.

The maker hereof may prepay this Note in whole at any time or in part from time to time, in multiples of \$100 without penalty, provided that such prepayments be made on dates when installments of principal are due hereunder. Each such prepayment shall be applied first against accrued interest and the balance, if any, to the reduction of principal.

It is agreed that if default be made in the payment of any of said installments, the entire balance of principal and accrued but unpaid interest under this Note shall become forthwith due and payable, without notice, at the option of the holder of this Note. Any failure to exercise such option shall not constitute a waiver of the right to exercise it in the event of any subsequent default.

It is agreed that if the maker hereof transfers its interests in the Squeegee Squad® Franchise Agreement or in the business conducted thereunder pursuant to which the maker entered into this Note, the entire balance of principal and interest remaining unpaid hereunder shall be and become due and payable to Jack & Joe's Franchising, Inc. upon the date of such transfer. The term "transfer" shall be defined as in said Franchise Agreement.

This Note represents the unpaid balance due on the Initial Franchise Fee for a new Squeegee Squad® business. It is the intention of the parties that the payments start upon the first date such business is opened. If the business opens on the 1st through the 15th day of any given month, the first payment is due the first day of the month in which the business commences. If the business opens on the 16th through the last day of the month, the first payment is due on the 1st day of the next succeeding calendar month. Payment is due on the 1st of each month thereafter until this Note is paid in full.

Entity's Name _____

Address _____

By _____

Title _____

Individually By _____

PERSONAL GUARANTORS

Individually

Address

City State Zip Code

Telephone

Individually

Address

City State Zip Code

Telephone

Exhibit E
TO SQUEEGEE SQUAD FRANCHISE AGREEMENT

ELECTRONIC FUNDS TRANSFER AUTHORIZATION

Franchisee: _____

Location: _____

Date: _____

NEW	CHANGE

Attention: Bookkeeping Department

The undersigned hereby authorizes JACK & JOE’S FRANCHISING, INC., its parent company or any affiliated entity (collectively, “JJFI”), to initiate weekly ACH debit entries against the account of the undersigned with you in payment of amounts for Continuing Fees, Advertising Fees, and other amounts that become payable by the undersigned to JJFI. The dollar amount to be debited per payment will vary.

Subject to the provisions of this letter of authorization, you are hereby directed to honor any such ACH debit entry initiated by JJFI.

This authorization is binding and will remain in full force and effect until 90 days’ prior written notice has been given to you by the undersigned. The undersigned is responsible for, and must pay on demand, all costs or charges relating to the handling of ACH debit entries pursuant to this letter of authorization.

Please honor ACH debit entries initiated in accordance with the terms of this letter of authorization, subject to there being sufficient funds in the undersigned’s account to cover such ACH debit entries.

Sincerely yours,

*** We also need a VOIDED Check ***

Account Name

Bank Name

Street Address

Branch

City State Zip Code

Street Address

Telephone Number

City State Zip Code

By _____

Bank Telephone Number

Its _____

Bank’s Routing Number

Date _____

Customer’s Account Number

Exhibit B

SOFTWARE LICENSE AGREEMENT

SQUEEGEE SQUAD®
SOFTWARE LICENSE AGREEMENT

THIS SOFTWARE LICENSE AGREEMENT (this “Agreement”) is made and entered into to be effective as of the ____ day of _____, 20____ (the “**Effective Date**”), by and between **SQUADWARE, LLC**, a Minnesota Corporation, (“**Licensor**”) and _____, (the “**Licensee**”).

BACKGROUND AND ACKNOWLEDGMENTS

A. Licensor has certain rights to the Squadware™ computer software that operates a business management system used in connection with the operation of a Squeegee Squad window cleaning business, hereinafter referred to as the “**Software**.” For purposes of this Agreement, “Software” means (a) the object code of all software products supplied to the Licensee by Licensor, whether owned by Licensor or owned by third parties who have licensed such products to Licensor, (b) all documentation, user manuals, and other material related to the Software, whether in machine-readable or printed form, and (c) error corrections supplied by Licensor pursuant to this Agreement, and enhancements, defined as any program or part of a program developed after the date of this Agreement that provides features or functions not included in the Software originally provided by Licensor.

B. The Licensee has signed (as franchisee) a Franchise Agreement with Jack & Joe’s Franchising, Inc. (the “Franchisor”) on or before the date of this Agreement (hereinafter the “**Franchise Agreement**”). Pursuant to the Franchise Agreement, the Licensee operates or will operate a franchised Squeegee Squad Business in a territory defined in the Franchise Agreement. The Licensee desires to obtain a license to use the Software in connection with the operation of its franchised Squeegee Squad Business.

C. The Licensee has acquired, at its sole expense, prior to or concurrently with delivery of the Software by Licensor, the compatible computer hardware and peripheral equipment, operating system software, database software, and other computer hardware and software required by Licensor or Franchisor to support the operation of the Software.

AGREEMENTS

In consideration of the promises and covenants set forth in this Agreement and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, Licensor and the Developer hereby agree as follows:

1. Grant of License. Licensor grants to the Licensee a nonexclusive and nontransferable license to use one copy of the Software at the Licensee’s business office, in connection with Licensee’s franchised Business as defined in the Franchise Agreement, subject to the terms and conditions of this Agreement. The Licensee is strictly prohibited from using the Software (a) at any location other than the Licensee’s business office, (b) for any purpose other than supporting the operation of the Licensee’s Squeegee Squad Business, or (c) after the expiration or termination of this Agreement or the Franchise Agreement. The Licensee will, at its sole expense, acquire any hardware or third-party software required by Licensor during the term of this Agreement for the support of the Software or the operation of the Licensee’s Squeegee Squad Business, and will pay all license or use fees payable with respect to any software required to support the operation of the Software. Other than the license granted herein, no right, title or interest in all or any portion of the Software is conveyed or assigned to the Licensee, either expressly or by implication, by virtue of this Agreement, including any patents, copyrights, trade secrets, trademarks, trade names, or other intellectual property associated with the Software.

2. **License Fees.** (a) **Initial License Fees.** The Licensee will pay Licensor, on the date hereof, an initial license fee in the amount of \$1,000 for each Squeegee Squad Business operated by the Licensee (the “**Initial Software License Fee**”).

(b) **Monthly Software License Fees.** In addition to the Initial Software License Fee, the Licensee will pay Licensor its then-current monthly license fee, currently \$150 per month, for each Squeegee Squad Business operated by the Licensee (the “**Monthly Software License Fee**”). The Monthly Software License Fee shall be paid each month, in advance, on the date of the month and in the manner that Licensor designates, which may include automatic electronic bank transfers initiated by Licensor.

(c) **Right to Increase Fees.** For purposes of this Agreement, Initial Software License Fees and Monthly Software License Fees will be collectively referred to as “Software License Fees.” The Licensee acknowledges that it has agreed, pursuant to the Franchise Agreement, to obtain and maintain at all times such computer equipment and software (including without limitation, the most current version of the Software) as may from time to time be required by Licensor or Franchisor for use in the operation of the Licensee’s Squeegee Squad Business. The Licensee further acknowledges that future changes in technology and the opportunity and need to meet and surpass competition may necessitate that Franchisor or Licensor upgrade the Software. In the event Franchisor or Licensor effects any such upgrade, the Licensee agrees that Licensor may increase the Software License Fees due hereunder to amounts reasonably sufficient to cover the costs of such upgrade and a reasonable return to Licensor on its investment in and administration of such upgrade. The Licensee further acknowledges that any upgrade to the Software may necessitate upgrades in the Licensee’s hardware and third-party software required to operate the Software, which may result in additional costs or fees payable by the Licensee.

3. **Method of Payment; Interest on Past Due Fees.** Payment of the Software License Fees to Licensor must be made (a) by pre-authorized electronic bank transfer from the Licensee’s account to Licensor’s account, (b) by major credit card, or (c) as otherwise directed by Licensor. The Licensee will pay all applicable sales, use, excise, and other taxes that maybe levied with respect to the Software License Fees paid hereunder and with respect to the Software, except for taxes based on Licensor’s net income. The Licensee will pay Licensor interest at the rate of 18% simple interest per annum, or the maximum rate permitted by applicable law, whichever is less, on any unpaid Software License Fees for each calendar month or fraction thereof that any Software License Fees are in arrears.

4. **Term.** Unless sooner terminated, the term of this Agreement and of the license granted herein will begin on the Effective Date and continue until the expiration or termination of the Franchise Agreement. In addition to any other rights to terminate contained in this Agreement or provided by law, Licensor reserves the right to terminate this Agreement if its license with any third-party licensors terminate or if the Licensor adopts a different software program for operation of Squeegee Squad Businesses. If the Licensee reacquires the franchise for the Franchised Location and executes a new Squeegee Squad franchise agreement with Licensor, then the Licensee will have the right to enter into a successor Software License Agreement with Licensor by signing Licensor’s then-current form of Software License Agreement, and by paying all fees and complying with all terms and conditions set forth in the then-current form of Software License Agreement. The Licensee acknowledges that the terms and conditions of the then-current form of Software License Agreement may be substantially different from the terms and conditions of this Agreement, including without limitation an increased Software License Fee. The Licensee further acknowledges that future changes in technology may necessitate upgrades in hardware and third-party software required to operate the Software which may result in additional costs or fees payable by the Licensee upon entering into such then-current form of Software License Agreement.

5. **Maintenance and Support.** Licensor will provide the Licensee with Software maintenance and support services as it provides to other licensees of Licensor. Licensor will have the absolute right to

contract with third parties to provide any or all maintenance and support services specified in this Agreement. If, in Licensor's absolute, exclusive and unrestricted judgment, it is commercially not feasible to provide any maintenance or support services, Licensor will have the right to terminate any or all of such support or maintenance services.

6. Reproduction and Modification of Software. The Licensee is permitted to reproduce the Software for use at the Licensee's Franchised Location only as required for back-up, archival, maintenance or disaster relief purposes in connection with the operation of the Licensee's Squeegee Squad Business. The Licensee will have not more than 3 back-up copies of the Software in its possession at any one time. All copies of the Software, in whole or in part, must contain all restrictive and proprietary notices as they appear on the copy of the Software provided by Licensor. The Licensee will not duplicate, in whole or in part, any manuals or other documentation relating to the Software without Licensor's prior written consent. The Licensee will not modify, change or add to the Software except with Licensor's prior written consent.

7. Ownership; Third Party Responsibility. The Licensee is granted only a license to use the Software, and, as between Licensor and the Licensee, Licensor retains all title and ownership to the Software. Licensor retains all ownership rights in the Licensee's data on the computer system operating the Software. Subject to the provisions of the sentence following this one, Licensor reserves all rights in the patents, copyrights, trade secrets and other intellectual property in the Software. The Licensee acknowledges and consents to the fact that all or portions of the Software is or may be owned by others and licensed to Licensor, who is, in turn relicensing such Software, or portions thereof, to the Licensee. The Licensee agrees to comply with all terms and conditions of any license agreement between Licensor and such third party pertaining to the Software, or portions thereof, and agrees to execute any instrument required by Licensor to confirm and acknowledge such obligation to comply.

8. Confidential Information. The Licensee agrees that the Software is confidential and proprietary information to Licensor and that its unauthorized disclosure could cause Licensor irreparable harm. The Licensee agrees not to disclose the Software or make the Software available to anyone other than the Licensee's employees or contractors unless the Licensee has Licensor's prior written consent. The Licensee will exercise no less than reasonable care to protect the Software from unauthorized disclosure, and will take reasonable steps to ensure that the Licensee's employees and contractors do not disclose it in violation of this Agreement. The Licensee will be liable to Licensor for damages if the Licensee is negligent in protecting the Software in accordance with this Agreement. **THE LICENSEE MUST NOT, UNDER ANY CIRCUMSTANCES, DISASSEMBLE, DECOMPILE, OR REVERSE ENGINEER THE SOFTWARE.**

9. Access to Software and Information. The Licensee agrees that Licensor and Franchisor will at all times have the right to access the Software, by modem, print-out of data or any other means selected by Licensor, for purposes of obtaining financial, sales, customer, listing, business, supplier, teaching and all other data and information contained, resident or otherwise available in the Licensee's computer system, for purposes of verifying compliance by the Licensee with the terms of this Agreement, the Franchise Agreement or the Development Agreement, and for such other purposes as may be determined by Franchisor or Licensor, in its absolute, exclusive and unrestricted judgment. The Licensor and Licensor will have the right to retain and use any information obtained by accessing the Licensee's Software for any purposes deemed appropriate by Franchisor its absolute, exclusive and unrestricted judgment.

10. Limited Warranty. THE SOFTWARE IS LICENSED "AS IS" WITHOUT WARRANTIES OF ANY KIND, EXPRESS, IMPLIED OR STATUTORY, INCLUDING BUT NOT LIMITED TO, MERCHANTABILITY, FITNESS FOR A PARTICULAR PURPOSE OR NONINFRINGEMENT. Licensor's sole obligation to the Licensee and the Licensee's exclusive remedy in the event of any claim of defect or nonperformance will be to have Licensor expend reasonable efforts to remedy any material defect. Those efforts will involve either replacing the media or attempting to correct significant, demonstrable,

reproducible errors. If Licensor cannot correct the defect within a reasonable time, then Licensor's sole obligation, and the Licensee's sole remedy, will be to terminate this Agreement and receive a refund of the Software License Fees paid by the Licensee pursuant to this Agreement. The Licensee's right to a refund of Software License Fees paid pursuant to this Agreement will not include a refund of any fees paid pursuant to the Franchise Agreement or any other agreement between the Licensee and Licensor.

THE LICENSOR EXPRESSLY DISCLAIMS ALL OTHER WARRANTIES, GUARANTEES OR REMEDIES, WHETHER EXPRESS, IMPLIED, OR STATUTORY, INCLUDING ANY IMPLIED WARRANTY OF MERCHANTABILITY OR FITNESS FOR A PARTICULAR PURPOSE.

11. Limitation of Liability. UNDER NO CIRCUMSTANCES WILL THE LICENSOR BE LIABLE FOR LOSS OF DATA, REPROCUREMENT COSTS, LOST REVENUE OR PROFITS OR FOR ANY OTHER SPECIAL, INCIDENTAL OR CONSEQUENTIAL DAMAGES EVEN IF THEY WERE FORESEEABLE OR THE LICENSEE HAS INFORMED THE LICENSOR OF SUCH POTENTIAL DAMAGES. Licensor's total liability to the Licensee for damages under this Agreement will in no event exceed the total of the Software License Fees paid by the Licensee.

12. Assignment. The Licensee will not sublicense, transfer, rent or lease the Software except in connection with an assignment of the Licensee's Squeegee Squad Business pursuant to and in accordance with the terms and conditions of the Franchise Agreement, or otherwise with Licensor's prior written consent. If Licensor gives the Licensee written authorization to transfer this Agreement and the license granted hereunder to use the Software, the assignee must agree to accept the terms and conditions of this Agreement or sign Licensor's then-current Software License Agreement, at Licensor's option, and the Licensee must destroy any copy of the Software the Licensee does not transfer. Licensor will have the right to assign this Agreement or the rights to receive Software License Fees to a parent or affiliate company, a successor in interest, or other transferee.

13. Default. Any of the following occurrences will constitute an "Event of Default" under this Agreement:

(a) The Licensee fails to pay when due any Software License Fee or other charge or fee payable to Licensor pursuant to this Agreement;

(b) The Licensee breaches or is in default of any other provision of this Agreement and such breach or default is not corrected within 30 days, or such other period of time specified by applicable law, after Licensor gives the Licensee written notice of breach;

(c) The Franchise Agreement is terminated by either party or expires and is not renewed; or

(d) The Licensee is in default of any of its obligations under the Franchise Agreement and fails to correct such default in accordance with the notice and cure provisions of the Franchise Agreement.

14. Licensor's Remedies Upon Default. Upon the occurrence of any Event of Default, Licensor will have the right to exercise all or any one or more of the following rights and remedies:

(a) Terminate this Agreement;

(b) Declare all amounts owed to Licensor pursuant to this Agreement to be immediately due and payable;

(c) Require that the Licensee cease use of the Software and immediately return the Software to Licensor;

(d) Cease performance of all of Licensor's obligations under this Agreement without liability to the Licensee;

(e) Use computer hardware and/or computer software to limit Licensee's use of the Software;

(f) Use computer hardware and/or computer software to render the Software unusable to the Licensee; and/or

(g) Declare a default under the Franchise Agreement.

15. Sole Agreement; Modification. This Agreement is the sole agreement between the parties relating to the subject matter hereof and supersedes all prior understandings, writings, proposals, representations or communications, oral or written, of either party. This Agreement may be amended only by a writing executed by the party against whom enforcement is sought.

16. Governing Law. This Agreement will be interpreted in accordance with the substantive laws of the state in which the Licensee's Squeegie Squad Business is located.

17. Costs and Attorneys' Fees. The Licensee will indemnify Licensor for all costs that Licensor incurs in any action or proceeding brought to enforce or construe this Agreement including, without limitation, actual attorneys' fees, expert witness fees, costs of investigation, court costs, litigation expenses, travel and living expenses, and all other costs incurred by Licensor.

18. Severability. All provisions of this Agreement are severable and this Agreement will be interpreted and enforced as if all completely invalid or unenforceable provisions were not contained herein and partially valid and enforceable provisions will be enforced to the extent valid and enforceable. If any applicable law or rule of any jurisdiction requires a greater prior notice of the termination of this Agreement than is required or the taking of some other action not required, or if under any applicable law or rule of any jurisdiction, any provision of this Agreement is invalid or unenforceable, the prior notice or other action required by such law or rule will be substituted for the notice requirements hereof, or such invalid or unenforceable provision will be modified to the extent required to be valid and enforceable. Such modifications to this Agreement will be effective only in such jurisdiction and will be enforced as originally made and entered into in all other jurisdictions.

19. Waiver; Consent. Licensor and the Licensee may, by written instrument signed by Licensor and the Licensee, waive any obligation of or restriction upon the other under this Agreement. Acceptance by Licensor of any payment by the Licensee and the failure, refusal or neglect of Licensor to exercise any right under this Agreement or to insist upon full compliance by the Licensee of its obligations hereunder will not constitute a waiver by Licensor of any provision of this Agreement. Whenever this Agreement requires Licensor's prior written consent, such consent may be withheld by Licensor for any or no reason whatever and as determined in Licensor's absolute, exclusive and unrestricted judgment.

20. No Rights of Offset. The Licensee will not, on grounds of the alleged nonperformance by Licensor of any of its obligations or for any other reason, withhold payment of any Software License Fees or

payments due Licensor pursuant to this Agreement or pursuant to any other contract, agreement or obligation. The Licensee will not have the right to “offset” any liquidated or unliquidated amounts, damages or other sums allegedly due to the Licensee by Licensor against any payments due to Licensor under this Agreement.

21. Licensor’s Rights. The rights of Licensor are cumulative and no exercise or enforcement by Licensor of any right or remedy will preclude the exercise or enforcement by Licensor of any other right or remedy or which Licensor is entitled by law to enforce. Whenever this Agreement provides that Licensor has a certain right, that right is absolute and the parties intend that Licensor’s exercise of that right will not be subject to any limitation or review.

22. Licensor’s Reasonable Business Judgment. Whenever Licensor reserves or is deemed to have reserved discretion in a particular area or where Licensor agrees or is deemed to be required to exercise its rights reasonably or in good faith, Licensor will have satisfied its obligations whenever Licensor exercises reasonable business judgment in making its decision or exercising its rights. Neither the Licensee nor any third party (including, a trier of fact) may substitute its judgment for Licensor’s reasonable business judgment.

23. Jurisdiction; Venue. All litigation, court hearings, arbitration hearings or other proceedings initiated by either party against the other party will be initiated, venued, maintained and governed in strict accordance with the corresponding applicable provisions of the Franchise Agreement.

24. Binding Agreement. This Agreement is binding upon the parties hereto and their respective executors, administrators, heirs, assigns and successors in interest.

25. Headings; Recitals. The headings used in this Agreement are for convenience only and do not in any way define, limit or construe the contents hereof. The content and provisions of the Background and Acknowledgements section at the beginning of this Agreement are a part of this Agreement and are binding upon the parties hereto.

26. Notices. All notices to Licensor or the Licensee will be given in accordance with and subject to the corresponding applicable terms and conditions of the Franchise Agreement.

27. Counterparts. This Agreement may be executed simultaneously in multiple counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument. A signature delivered electronically shall be as binding and enforceable as an original signature.

IN WITNESS WHEREOF, the parties have executed this Agreement to be effective as of the day and year first above written.

The “Licensee”

The “Licensor”

SQUADWARE, LLC

By _____
Its _____

Exhibit C

**AGREEMENTS TO BE SIGNED BY FRANCHISEE,
ITS MANAGER AND/OR EMPLOYEES**

(Including Franchisee Questionnaire; Assignment of Phone Number;
Authorization for Direct Payment; and the Confidentiality Agreement)

The following are copies of Agreements and forms that Jack & Joe’s Franchising, Inc. requires the Franchisee, and the Franchisee’s Managers and Employees to sign.

AGREEMENT/FORM	SIGNED BY
Franchisee Questionnaire	Franchisee
Assignment of Phone Number	Franchisee
Authorization for Direct Payment	Franchisee
Confidentiality Agreement	Manager All Employees

FRANCHISEE QUESTIONNAIRE

For California Prospective Franchisees: California franchisees should not complete this Questionnaire. If any California franchisee completes this Questionnaire, it is against California public policy and will be void and unenforceable, and we will destroy, disregard, and will not rely on such Statement.

For Washington Prospective Franchisees: Do not sign this Franchisee Questionnaire if you are a Washington resident or the Business will be located in Washington.

As you know, you and we are entering into a Franchise Agreement for the operation of a Squeegee Squad® Business franchise. The purpose of this Questionnaire is to determine whether any statements or promises were made to you that we have not authorized or that may be untrue, inaccurate or misleading, and to be certain that you understand the limitations on claims that may be made by you by reason of the offer and sale of the franchise and operation of your Business. Please review each of the following questions carefully and provide honest responses to each question.

Acknowledgments and Representations*

1. Did you receive a copy of our Disclosure Document (and all exhibits and attachments) at least 14 calendar days prior to signing the Franchise Agreement? **Check one:** () Yes () No. **If no, please comment:** _____

2. Have you studied and reviewed carefully our Disclosure Document and Franchise Agreement? **Check one:** () Yes () No. **If no, please comment:** _____

3. Did you receive a copy of the Franchise Agreement at least 7 calendar days prior to the date on which the Franchise Agreement was executed? **Check one:** () Yes () No. **If no, please comment:** _____

4. If you answered no to question 3, but answered yes to question 1, were all of the changes to the Franchise Agreement made as a result of negotiations that you initiated with us? **Check one:** () Yes () No. **If no, please comment:** _____

5. Did you understand all the information contained in both the Disclosure Document and Franchise Agreement? **Check one:** () Yes () No. **If no, please comment:** _____

6. Was any oral, written or visual claim or representation made to you which contradicted the disclosures in the Disclosure Document? **Check one:** () Yes () No. **If yes, please comment:** _____

-
-
7. Did any employee or other person speaking on behalf of JJFI make any statement, claim or promise to you that suggested, predicted or projected sales, revenues, earnings, income or profit of a Squeegee Squad business, or the likelihood of success at your franchised business, other than the information contained in Item 19 and Exhibit F of the Disclosure Document? **Check one:** () Yes () No. **If yes, please state in detail the oral, written or visual representation:** _____
-
8. Do you understand that that the franchise granted is for the right to operate the Business in the Territory, as stated in Article 2.1, and that we and our affiliates have the right to issue franchises or operate competing Businesses for or at locations anywhere outside of your Territory using any trademarks, and inside your Territory using trademarks other than the Squeegee Squad trademark, as described in Article 2.3? **Check one:** () Yes () No. **If no, please comment:** _____
-
9. Do you understand that the Franchise Agreement contains the entire agreement between you and us concerning the franchise for the Business, meaning that any prior oral or written statements not set out in the Franchise Agreement will not be binding? **Check one:** () Yes () No. **If no, please comment:** _____
-
10. Do you understand that the success or failure of your Business will depend in large part upon your skills and experience, your business acumen, your location, the local market for window cleaning services, the economy, the number of employees you hire and their compensation, competition and other economic and business factors? Further, do you understand that these factors may change? **Check one:** () Yes () No. **If no, please comment:** _____
-

YOU UNDERSTAND THAT YOUR ANSWERS ARE IMPORTANT TO US AND THAT WE WILL RELY ON THEM. BY SIGNING THIS QUESTIONNAIRE, YOU ARE REPRESENTING THAT YOU HAVE CONSIDERED EACH QUESTION CAREFULLY AND RESPONDED TRUTHFULLY TO THE ABOVE QUESTIONS. IF MORE SPACE IS NEEDED FOR ANY ANSWER, CONTINUE ON A SEPARATE SHEET AND ATTACH.

NOTE: IF THE RECIPIENT IS A CORPORATION, PARTNERSHIP, LIMITED LIABILITY COMPANY, OR OTHER ENTITY, EACH OF ITS PRINCIPAL OWNERS MUST EXECUTE THIS QUESTIONNAIRE.

*Such representations are not intended to nor shall they act as a release, estoppel or waiver of any liability incurred under the Illinois Franchise Disclosure Act.

[Signature Page Follows.]

Signed: _____

Print Name: _____

Date: _____

Signed: _____

Print Name: _____

Date: _____

Signed: _____

Print Name: _____

Date: _____

Approved on behalf of
JACK & JOE'S FRANCHISING, INC.

By: _____

Title: _____

Date: _____

JACK & JOE'S FRANCHISING, INC.
ASSIGNMENT OF PHONE NUMBER AND SERVICE

The undersigned, _____, d/b/a Squeegee Squad, hereby assigns to Jack & Joe's Franchising, Inc. ("JJFI"), 8147 Maple Lane N, Maple Grove, MN 55311, all of my (our) right, title, and interest in and to the following phone number(s):

(____) _____, (____) _____

(____) _____, (____) _____

JJFI will hold this assignment until the earlier of the time (a) JJFI notifies the undersigned that the undersigned (or any affiliate of the undersigned) is in default under any Franchise Agreement or any other agreement with JJFI (or any affiliate of JJFI) or (b) such Franchise Agreement expires or is terminated. The undersigned agrees to pay all amounts, whether due and payable or not, that any telephone service provider (including cellular and/or fax) may require in connection with such transfer or otherwise and agrees to indemnify and hold harmless _____ ("Local Phone Company") and all other telephone service providers (including cellular and/or fax) and JJFI in connection with this and any other assignment and any other matters and/or disputes related in any way thereto.

The Local Phone Company and all other telephone service providers (including cellular and/or fax) are requested to honor this Assignment upon notice by JJFI that the undersigned (or any affiliate of the undersigned) is in default under such Franchise Agreement or any other agreement with JJFI (or any affiliate of JJFI) or such Franchise Agreement has expired or is or was terminated.

On transfer to JJFI, JJFI may continue the monthly (periodic) service with said Local Phone Company or cancel the same, but shall not be obligated or liable for any arrears or charges for yellow page advertising or otherwise prior to such transfer, the undersigned specifically agreeing to remain liable for any such charges.

Dated: _____, 20__

(Signature)

(Signature)

(Print or Type Name)

(Print or Type Name)

Witness: _____

Electronic Transfer of Funds Authorization

Franchisee: _____

Location: _____

Date: _____

NEW	CHANGE

Attention: Bookkeeping Department

The undersigned hereby authorizes Jack & Joe's Franchising, Inc. or any affiliated entity (collectively, "JJFI"), to initiate weekly ACH debit entries against the account of the undersigned with you in payment of amounts for Continuing Fees, Advertising Fees or other amounts that become payable by the undersigned to JJFI. The dollar amount to be debited per payment will vary.

Subject to the provisions of this letter of authorization, you are hereby directed to honor any such ACH debit entry initiated by JJFI.

This authorization is binding and will remain in full force and effect until 90 days' prior written notice has been given to you by the undersigned. The undersigned is responsible for, and must pay on demand, all costs or charges relating to the handling of ACH debit entries pursuant to this letter of authorization.

Please honor ACH debit entries initiated in accordance with the terms of this letter of authorization, subject to there being sufficient funds in the undersigned's account to cover such ACH debit entries.

Sincerely yours,

*** We also need a VOIDED Check ***

Account Name

Bank Name

Street Address

Branch

City State Zip Code

Street Address

Telephone Number

City State Zip Code

By _____

Bank Telephone Number

Its _____

Bank's Account Number

Date _____

Customer's Account Number

CONFIDENTIALITY AGREEMENT

THIS CONFIDENTIALITY AGREEMENT ("Agreement") is effective this ____ day of _____, 20__ ("Effective Date"). In consideration of employment/contract with _____ (the "Employer/Owner"), a franchisee of Jack & Joe's Franchising, Inc. or its affiliate ("JJFI"), it is hereby agreed that the undersigned employee/independent contractor (the "Employee/Independent Contractor") must, at all times during the term of his or her employment/contract relationship and thereafter, treat the Squeegee Squad Operations Manual (the "Manual") and any other materials including, but not limited to, training programs and materials, handbooks, slide decks, supplier and vendor lists, customer lists, target lists, financial information, data, operations information, methods, techniques, procedures and processes, marketing campaigns and strategies, videotapes, films, drawings, diagrams and computer software created for or approved for use in the operation of the Squeegee Squad Business, and the information contained therein (all of the foregoing together, the "Confidential Information"), as secret and confidential and as the sole and absolute property of JJFI, and will use its best efforts to keep and maintain the Confidential Information strictly secret and confidential. The Employee/Independent Contractor must not:

- (a) Communicate, disclose, publish, divulge or use for the benefit of himself/herself personally or any other person or entity, any Confidential Information.
- (b) Copy, duplicate, retain, videotape, photograph, record, scan or otherwise reproduce any Confidential Information, in whole or in part, except as expressly permitted by the Manual itself. Neither the Manual nor any other Confidential Information will be borrowed or removed from the Squeegee Squad location or business premises, without the express written approval of the Employer/Owner. The Employee/Independent Contractor must not make any Confidential Information available to any unauthorized person or entity, nor allow them access to any Confidential Information (including the Manual).
- (c) Use any Confidential Information or any knowledge, methods or techniques contained or described therein for any purpose other than the performance of his or her duties as an employee/independent contractor of Employer/Owner. Further, the Employee/Independent Contractor will comply with the terms of this Agreement regarding the confidentiality of the Manual and all Confidential Information as they relate to concurrent and future employment.

The Employee/Independent Contractor and the Employer/Owner acknowledge and agree that: (1) the Employee/Independent Contractor is not an employee of JJFI; (2) JJFI will not provide human resources services or support to the Employee/Independent Contractor; (3) JJFI will not manage or supervise in any manner the Employee/Independent Contractor; (4) JJFI is a third-party beneficiary of the rights and obligations set forth in this Agreement; (5) JJFI will suffer irreparable harm in the event of any actual, threatened or perceived breach or violation of this Agreement; (6) JJFI will have the right to enforce the provisions of this Agreement in its own name in the event of any actual, threatened or perceived breach or violation of this Agreement; and (7) JJFI will have the right to immediately seek and exercise any remedy available at law or in equity, including specific performance, temporary restraining orders, preliminary injunctions, injunctions and other equitable relief to the extent reasonably necessary to protect its interests in the ownership and confidentiality of the Confidential Information (including the Manual) from any court of competent jurisdiction or arbitrator, subject to and in accordance with the confidentiality and enforcement provisions of the Franchise Agreement between the Employer/Owner and JJFI, in the event of any actual, threatened or perceived breach or violation of this Agreement.

As of the Effective Date, the undersigned Employer/Owner and Employee/Independent Contractor understand and accept the obligations set forth herein and agree to be bound by them.

EMPLOYEE/INDEPENDENT CONTRACTOR:

Name

EMPLOYER/OWNER:

By: _____

Its: _____

Exhibit D

STATE ADDENDA

ADDENDUM TO SQUEEGEE SQUAD®
DISCLOSURE DOCUMENT FOR THE
STATE OF CALIFORNIA

The following information applies to franchises and franchisees subject to the California Franchise Investment Act. Item numbers correspond to those in the main body:

1. THE CALIFORNIA FRANCHISE INVESTMENT LAW REQUIRES THAT A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE SALE OF THE FRANCHISE BE DELIVERED TOGETHER WITH THE DISCLOSURE DOCUMENT 14 DAYS PRIOR TO EXECUTION OF AGREEMENT.

OUR WEBSITE, www.squeegeesquad.com, HAS NOT BEEN REVIEWED OR APPROVED BY THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION AND INNOVATION. ANY COMPLAINTS CONCERNING THE CONTENT OF THIS WEBSITE MAY BE DIRECTED TO THE CALIFORNIA DEPARTMENT OF FINANCIAL PROTECTION AND INNOVATION AT www.dfpi.ca.gov.

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.

The registration of this franchise offering by the California Department of Financial Protection and Innovation does not constitute approval, recommendation, or endorsement by the commissioner.

The **Special Risks to Consider About *This Franchise*** page, is hereby amended to include the following risk factor:

Personal Guaranty. Franchisees must sign a personal guaranty, making you and your spouse individually liable for your financial obligations under the agreement if you are married. The guaranty will place your and your spouse's marital and personal assets at risk, perhaps including your home, if your franchise fails.

2. Item 3.

Item 3 is amended to provide that neither us nor any other person identified in Item 2 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.

3. Item 5.

With respect to the franchises governed by California law, we will defer collection of all initial fees described in Item 5 until we fulfill all of our pre-opening obligations under the Franchise Agreement and we have authorized the franchisee to open for business.

4. Item 6 and 10. The highest rate of interest permitted in California is 10%.

5. Items 6 and 17.

The Franchise Agreement may contain a liquidated damages clause. Under California Civil Code Section 1671, certain liquidated damages clauses are unenforceable.

6. Item 17.

California Business & Professions Code Sections 20000 through 20043 provide rights to you concerning termination, transfer or nonrenewal of a franchise. If the Franchise Agreement contains a provision that is inconsistent with the law, the law will control.

7. Item 17.

Termination of the Franchise Agreement by us because of your insolvency or bankruptcy may not be enforceable under applicable federal law (11 U.S.C.A. 101 et seq.).

8. Item 17.

The Franchise Agreement requires you to sign a general release if you transfer your franchise. 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).

9. Item 17.

The Franchise Agreement contains a covenant not to compete which extends beyond the termination of the franchise. This provision may not be enforceable under California law.

10. Item 17.

The Franchise Agreement requires binding arbitration in Minneapolis, Minnesota, with attorneys' fees and costs borne by the non-prevailing party. You 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.

11. Item 19.

The financial performance representation figures do not reflect the costs of sales, operating expenses, or other costs or expenses that must be deducted from the gross revenue or gross sales figures to obtain your net income or profit. You should conduct an independent investigation of the costs and expenses you will incur in operating your franchise business. Franchisees or former franchisees, listed in the disclosure document, may be one source of this information.

12. Section 31512.1 Franchise Agreement Provisions Void as Contrary to Public Policy:

Any provision of a franchise agreement, franchise disclosure document, acknowledgement, questionnaire, or other writing, including any exhibit thereto, disclaiming or denying any of the following shall be deemed contrary to public policy and shall be void and unenforceable:

(a) Representations made by the franchisor or its personnel or agents to a prospective franchisee.

(b) Reliance by a franchisee on any representations made by the franchisor or its personnel or agents.

(c) Reliance by a franchisee on the franchise disclosure document, including any exhibit thereto.

(d) Violations of any provision of this division.

ADDENDUM TO SQUEEGEE SQUAD®
DISCLOSURE DOCUMENT FOR THE
STATE OF HAWAII

The following information applies to franchises and franchisees subject to the Hawaii Franchise Investment Law, Hawaii Rev. Stat. §§482E-1 – 482E-12. Item numbers correspond to those in the main body.

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 REGULATORY AGENCIES OR A FINDING BY THE DIRECTOR OF REGULATORY AGENCIES 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 OF 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 FRANCHISE DISCLOSURE DOCUMENT, TOGETHER WITH A COPY OF ALL PROPOSED AGREEMENTS RELATING TO THE SALE OF THE FRANCHISE.

THIS FRANCHISE 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.

Item 5, Additional Disclosure:

Payment of the initial franchise fee is deferred until such time as the franchisor completes its initial obligations, and franchisee is open for business.

ADDENDUM TO SQUEEGEE SQUAD®
DISCLOSURE DOCUMENT FOR THE
STATE OF ILLINOIS

The following information applies to franchises and franchisees subject to the Illinois Franchise Disclosure Act of 1987. Item numbers correspond to those in the main body.

Item 5

Franchisee's payment of Initial Franchise Fees will be held in escrow at a federally-insured bank until Franchisor has met all of its initial obligations to franchisee and franchisee has commenced doing business. This financial assurance requirement was imposed by the Office of the Illinois Attorney General due to Franchisor's financial status. A copy of the Escrow Agreement is attached to the Franchise Disclosure Document as an exhibit, and is on file with the Office of the Illinois Attorney General.

Item 17

Illinois law governs the Franchise Agreement.

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.

No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

Item 23

Illinois law, 815 ILCS 705/5, requires 14 calendar days' disclosure prior to the signing of a binding agreement or any payment to us.

ADDENDUM TO SQUEEGEE SQUAD®
DISCLOSURE DOCUMENT FOR THE
STATE OF MINNESOTA

The following applies to franchises and franchisees subject to Minnesota statutes and regulations. Item numbers correspond to those in the main body of the Disclosure Document.

THESE FRANCHISES HAVE BEEN REGISTERED UNDER THE MINNESOTA FRANCHISE ACT. REGISTRATION DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION OR ENDORSEMENT BY THE COMMISSIONER OF COMMERCE OF MINNESOTA OR A FINDING BY THE COMMISSIONER THAT THE INFORMATION PROVIDED HEREIN IS TRUE, COMPLETE AND NOT MISLEADING.

THE MINNESOTA FRANCHISE ACT 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 7 DAYS PRIOR TO THE EXECUTION BY THE PROSPECTIVE FRANCHISEE OF ANY BINDING FRANCHISE OR OTHER AGREEMENT, OR AT LEAST 7 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.

Item 5.

The State of Minnesota requires the escrow of the Initial Franchise Fee until JJFI's obligations to assist you in establishing and opening your SQUEEGEE SQUAD® Business are fulfilled. An escrow account has been established by JJFI at Anchor Bank, N.A. located in Blaine, Minnesota. A copy of the Escrow Agreement is on file with the Minnesota Department of Commerce.

Item 6.

NSF checks are governed by Minn. Stat. 604.113, which puts a cap of \$30 on service charges.

Item 13.

JJFI will undertake the defense of any third party claim of infringement involving the SQUEEGEE SQUAD® mark. You must cooperate with the defense in any reasonable manner JJFI prescribes with any direct cost of such cooperation to be borne by us.

Item 17.

1. Minnesota Statutes, Section 80C.21 and Minnesota Rule 2860.4400(J) 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 as 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.

2. The Franchise Agreement contain provisions requiring you to sign a general release of claims as a condition to your transfer of the Franchise Agreement. Neither this release, nor any other release required by JJFI contained in the Franchise Agreement, will relieve JJFI or any other person from liability under Minnesota Statutes, Chapter 80C, except in connection with the voluntary settlement of disputes.

No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

ADDENDUM TO SQUEEGEE SQUAD®
DISCLOSURE DOCUMENT FOR THE
STATE OF NEW YORK

This Addendum relates to franchises sold in the state of New York and is intended to comply with New York statutes and regulations.

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 H OR YOUR PUBLIC LIBRARY FOR SERVICES OR 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 ANYTHING IN THIS FRANCHISE DISCLOSURE DOCUMENT IS UNTRUE, CONTACT THE FEDERAL TRADE COMMISSION AND THE APPROPRIATE STATE OR PROVINCIAL AUTHORITY. THE FRANCHISOR MAY, IF IT CHOOSES, NEGOTIATE WITH YOU ABOUT ITEMS COVERED IN THE FRANCHISE DISCLOSURE DOCUMENT. HOWEVER, THE FRANCHISOR CAN NOT USE THE NEGOTIATING PROCESS TO PREVAIL UPON A PROSPECTIVE FRANCHISEE TO ACCEPT TERMS THAT ARE LESS FAVORABLE THAN THOSE SET FORTH IN THIS FRANCHISE DISCLOSURE DOCUMENT.

2. The following is to be added at the end of Item 3:

With the exception of what is stated above, the following applies 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. Item 5. Item 5 of the disclosure document is amended to include the following additional disclosure: the Initial Franchise Fees collected by JJFI are used to offset JJFI's costs in: (i) identifying and recruiting new prospective franchisees (including payment of franchise broker fees), (ii) reviewing franchise applications and awarding franchises; and (ii) conducting initial training and opening assistance for each new franchisee.

4. The following is added to the end of the "Summary" sections of Item 17(c), titled "Requirements for a 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.

5. 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.

6. 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 the franchisee by Article 33 of the General Business Law of the State of New York

7. Franchise Questionnaires and Acknowledgements--No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

8. Receipts--Any sale made must be in compliance with § 683(8) of the Franchise Sale Act (N.Y. Gen. Bus. L. § 680 et seq.), which describes the time period a Franchise Disclosure Document (offering prospectus) must be provided to a prospective franchisee before a sale may be made. New York law requires a franchisor to provide the Franchise Disclosure Document at the earlier of the first personal meeting, ten (10) business days before the execution of the franchise or other agreement, or the payment of any consideration that relates to the franchise relationship.

ADDENDUM TO SQUEEGEE SQUAD®
DISCLOSURE DOCUMENT FOR THE
STATE OF SOUTH DAKOTA

To the extent the South Dakota Franchise Investment Act, S.D. Codified Laws §§37-5B-53 – 37-5B-53 applies, the terms of this Addendum apply.

Item 5, Additional Disclosure:

Payment of the initial franchise fee is deferred until such time as we complete our initial obligations and franchisee is open for business.

ADDENDUM TO SQUEEGEE SQUAD®
DISCLOSURE DOCUMENT FOR THE
COMMONWEALTH OF VIRGINIA

In recognition of the restrictions contained in Section 13.1-564 of the Virginia Retail Franchising Act, the Franchise Disclosure Document for Jack & Joe's Franchising, Inc. for use in the Commonwealth of Virginia shall be amended as follows. Item numbers correspond to those in the main body.

1. Item 5. INITIAL FEES.

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 franchisees to the franchisor until the franchisor has completed its pre-opening obligations under the franchise agreement.

2. Item 17.h.

Under Section 13.1-564 of the Virginia Retail Franchising Act, it is unlawful for a franchisor to cancel a franchise without reasonable cause. If any grounds for default or termination stated in the Franchise Agreement or does not constitute "reasonable cause," as that term may be defined in the Virginia Retail Franchising Act or the laws of Virginia, that provision may not be enforceable.

3. No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

4. The following applies to any Franchise Agreement entered into after June 30, 2026:

Under subsection D of § 13.1-559 of the Virginia Retail Franchising Act, for all franchises located in Virginia, the franchise contract or agreement offered or entered into pursuant to terms of this chapter shall be governed by the laws of the Commonwealth of Virginia.

Under subdivision A 4 of § 13.1-563 of the Virginia Retail Franchising Act ("Act"), it is unlawful to offer or enter into a franchise agreement that restricts the right of a franchisee to engage in the business of offering, selling, or distributing goods or services at retail after termination or expiration of the franchise agreement. However, subsection B of § 13.1-563 of the Act provides that if a franchisee sells a franchise at a mutually agreed upon price to a third party or back to the franchisor, such sale may include a term restricting the right of such franchisee to engage in the business of offering, selling, or distributing goods or services at retail for a period of no more than two years after such sale.

WASHINGTON ADDENDUM TO THE FRANCHISE DISCLOSURE DOCUMENT, THE FRANCHISE AGREEMENT, AND ALL RELATED AGREEMENTS

The provisions of this Addendum form an integral part of, are incorporated into, and modify the Franchise Disclosure Document, the franchise agreement, and all related agreements regardless of anything to the contrary contained therein. This Addendum applies if: (a) the offer to sell a franchise is accepted in Washington; (b) the purchaser of the franchise is a resident of Washington; and/or (c) the franchised business that is the subject of the sale is to be located or operated, wholly or partly, in Washington.

1. Conflict of Laws. In the event of a conflict of laws, the provisions of the Washington Franchise Investment Protection Act, chapter 19.100 RCW will prevail.

2. Franchisee Bill of Rights. RCW 19.100.180 may supersede provisions in the franchise agreement or related agreements concerning your relationship with the franchisor, including in the areas of termination and renewal of your franchise. There may also be court decisions that supersede the franchise agreement or related agreements concerning your relationship with the franchisor. Franchise agreement provisions, including those summarized in Item 17 of the Franchise Disclosure Document, are subject to state law.

3. Site of Arbitration, Mediation, and/or Litigation. 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.

4. General Release. A release or waiver of rights in the franchise agreement or related agreements purporting to bind the franchisee to waive compliance with any provision under the Washington Franchise Investment Protection Act or any rules or orders thereunder is void except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel, in accordance with RCW 19.100.220(2). In addition, any such release or waiver executed in connection with a renewal or transfer of a franchise is likewise void except as provided for in RCW 19.100.220(2).

5. Statute of Limitations and Waiver of Jury Trial. Provisions contained in the franchise agreement or related agreements that unreasonably restrict or limit the statute of limitations period for claims under the Washington Franchise Investment Protection Act, or rights or remedies under the Act such as a right to a jury trial, may not be enforceable.

6. Transfer Fees. Transfer fees are collectable only to the extent that they reflect the franchisor's reasonable estimated or actual costs in effecting a transfer.

7. Termination by Franchisee. The franchisee may terminate the franchise agreement under any grounds permitted under state law.

8. Certain Buy-Back Provisions. Provisions in franchise agreements or related agreements that permit the franchisor to repurchase the franchisee's business for any reason during the term

of the franchise agreement without the franchisee's consent are unlawful pursuant to RCW 19.100.180(2)(j), unless the franchise is terminated for good cause.

9. Fair and Reasonable Pricing. Any provision in the franchise agreement or related agreements that requires the franchisee to purchase or rent any product or service for more than a fair and reasonable price is unlawful under RCW 19.100.180(2)(d).

10. Waiver of Exemplary & Punitive Damages. RCW 19.100.190 permits franchisees to seek treble damages under certain circumstances. Accordingly, provisions contained in the franchise agreement or elsewhere requiring franchisees to waive exemplary, punitive, or similar damages are void, except when executed pursuant to a negotiated settlement after the agreement is in effect and where the parties are represented by independent counsel, in accordance with RCW 19.100.220(2).

11. Franchisor's Business Judgement. Provisions in the franchise agreement or related agreements stating that the franchisor may exercise its discretion on the basis of its reasonable business judgment may be limited or superseded by RCW 19.100.180(1), which requires the parties to deal with each other in good faith.

12. Indemnification. Any provision in the franchise agreement or related agreements requiring the franchisee to indemnify, reimburse, defend, or hold harmless the franchisor or other parties is hereby modified such that the franchisee has no obligation to indemnify, reimburse, defend, or hold harmless the franchisor or any other indemnified party for losses or liabilities to the extent that they are caused by the indemnified party's negligence, willful misconduct, strict liability, or fraud.

13. Attorneys' Fees. If the franchise agreement or related agreements require a franchisee to reimburse the franchisor for court costs or expenses, including attorneys' fees, such provision applies only if the franchisor is the prevailing party in any judicial or arbitration proceeding.

14. Noncompetition Covenants. 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 provision contained in the franchise agreement or elsewhere that conflicts with these limitations is void and unenforceable in Washington.

15. Nonsolicitation Agreements. RCW 49.62.060 prohibits a franchisor from restricting, restraining, or prohibiting a franchisee 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.

16. Questionnaires and Acknowledgments. No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement

of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

17. Prohibitions on Communicating with Regulators. Any provision in the franchise agreement or related agreements that prohibits the franchisee from communicating with or complaining to regulators is inconsistent with the express instructions in the Franchise Disclosure Document and is unlawful under RCW 19.100.180(2)(h).

18. Advisory Regarding Franchise Brokers. Under the Washington Franchise Investment Protection Act, a “franchise broker” is defined as a person that engages in the business of the offer or sale of franchises. A franchise broker represents the franchisor and is paid a fee for referring prospects to the franchisor and/or selling the franchise. If a franchisee is working with a franchise broker, franchisees are advised to carefully evaluate any information provided by the franchise broker about a franchise.

19. Item 5: Initial Fees. In lieu of an impound of franchise fees, the Franchisor will not require or accept the payment of any initial franchise fees until the franchisee has (a) received all pre-opening and initial training obligations that it is entitled to under the franchise agreement or offering circular, and (b) is open for business.

The undersigned parties do hereby acknowledge receipt of this Addendum.

Dated this _____ day of _____ 20_____

FRANCHISEE

JACK & JOE’S FRANCHISING, INC.

By _____
Its _____

By _____
Its _____

ADDENDUM TO SQUEEGEE SQUAD®
DISCLOSURE DOCUMENT FOR THE
STATE OF WISCONSIN

The following information applies to franchises and franchisees subject to the Wisconsin Fair Dealership Law. The Item number corresponds to those in the main body of the Disclosure Document:

Item 17.

1. For all franchisees residing in the State of Wisconsin, JJFI will provide you at least 90 days' prior written notice of termination, cancellation, or substantial change in competitive circumstances. The notice will state all the reasons for termination, cancellation, or substantial change in competitive circumstances and will provide that you have 60 days in which to cure any claimed deficiency. If this deficiency is cured within 60 days, the notice will be void. If the reason for termination, cancellation, or substantial change in competitive circumstances is nonpayment of sums due under the franchise, you will have 10 days to cure the deficiency.

2. For Wisconsin franchisees, Ch. 135, Stats., the Wisconsin Fair Dealership Law, supersedes any provisions of the Franchise Agreement or a related contract which is inconsistent with the Law.

ADDENDUM TO SQUEEGEE SQUAD®
FRANCHISE AGREEMENT FOR THE
STATE OF CALIFORNIA

This Addendum pertains to franchises sold in the State of California and is for the purpose of complying with California statutes and regulations. Notwithstanding anything that may be contained in the body of the Agreement to the contrary, the Agreement is amended as follows:

1. Collection of the initial franchise fee identified in Subparagraph 5.1 of the Franchise Agreement and any other fees described in Item 5 of the Franchise Disclosure Document is deferred until we have fulfilled all of our pre-opening obligations under the Franchise Agreement and we have authorized you to open for business.

2. Article 19.2 of the Franchise Agreement contains a covenant not to compete which extends beyond the termination of the franchise. A contract that restrains a former franchisee from engaging in a lawful trade or business is to that extent void under California Business and Professions Code Section 16600.

3. Article 21 of the Franchise Agreement requires binding arbitration in Minneapolis, Minnesota. This provision may not be enforceable under California law.

4. Article 15.5 of the Franchise Agreement requires the execution of a general release if the franchise is transferred. This provision may not be enforceable under California law.

5. Any provision of a franchise agreement, franchise disclosure document, acknowledgement, questionnaire, or other writing, including any exhibit thereto, disclaiming or denying any of the following shall be deemed contrary to public policy and shall be void and unenforceable:

(a) Representations made by the franchisor or its personnel or agents to a prospective franchisee.

(b) Reliance by a franchisee on any representations made by the franchisor or its personnel or agents.

(c) Reliance by a franchisee on the franchise disclosure document, including any exhibit thereto.

(d) Violations of any provision of this division.

7. For franchisees operating outlets located in California, the California Franchise Investment Law and the California Franchise Relations Act will apply regardless of the choice of law or dispute resolution venue stated elsewhere. Any language in the Franchise Agreement or an amendment thereto or any agreement to the contrary is superseded by this condition.

8. In all other respects, the Franchise Agreement will be construed and enforced according to its terms.

[Signature Page Follows]

Each of the undersigned hereby acknowledges having read and understood this Addendum and consents to be bound by all of its terms.

FRANCHISEE

JACK & JOE’S FRANCHISING, INC.

By _____
Its _____

By _____
Its _____

ADDENDUM TO SQUEEGEE SQUAD®
FRANCHISE AGREEMENT FOR THE
STATE OF HAWAII

This Addendum pertains to franchises sold in the State of Hawaii and is for the purpose of complying with Hawaii statutes and regulations. Notwithstanding anything which may be contained in the body of the Franchise Agreement to the contrary, the Agreement is amended as follows:

1. Notwithstanding anything to the contrary contained in the Franchise Agreement, to the extent that the Franchise Agreement contains provisions that are inconsistent with the following, such provisions are hereby amended:

Payment of the initial franchise fee is deferred until such time as the franchisor completes its initial obligations and franchisee is open for business.

2. Any capitalized terms that are not defined in this Addendum shall have the meaning given them in the Franchise Agreement.

3. Except as expressly modified by this Addendum, the Franchise Agreement remains unmodified and in full force and effect.

4. No statement, questionnaire, or acknowledgement signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

This Addendum is being entered into in connection with the Franchise Agreement. In the event of any conflict between this Addendum and the Franchise Agreement, the terms and conditions of this Addendum shall apply.

Each of the undersigned hereby acknowledges having read and understood this Addendum and consents to be bound by all of its terms.

FRANCHISEE

JACK & JOE'S FRANCHISING, INC.

By _____
Its _____

By _____
Its _____

ADDENDUM TO SQUEEGEE SQUAD®
FRANCHISE AGREEMENT FOR THE
STATE OF ILLINOIS

This Addendum pertains to franchises sold in the State of Illinois and is for the purpose of complying with Illinois statutes and regulations. Notwithstanding anything which may be contained in the body of the Franchise Agreement to the contrary, the Agreement is amended as follows:

1. Franchisee's payment of Initial Franchise Fees will be held in escrow at a federally-insured bank until Franchisor has met all of its initial obligations to franchisee and franchisee has commenced doing business. This financial assurance requirement was imposed by the Office of the Illinois Attorney General due to Franchisor's financial status. A copy of the Escrow Agreement is attached to the Franchise Disclosure Document as an exhibit, and is on file with the Office of the Illinois Attorney General.

2. Article 22.8 of the Agreement is amended to include the following:

In conformance with Section 41 of the Illinois Franchise Disclosure Act, 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.

3. The first two sentences of Article 22.1 are deleted in their entirety, and the following is substituted:

Subject to Article 21.2, this Agreement and the relationship between the parties shall be governed by and interpreted in accordance with the laws (statutory or otherwise) of the State of Illinois.

4. The fourth sentence of Article 22.1 is deleted in its entirety, and the following is substituted:

In conformance with Section 4 of the Illinois Franchise Disclosure Act, any provision in a franchise agreement that designates jurisdiction and venue in a forum outside of the State of Illinois is void. However, a franchise agreement may provide for arbitration to take place outside of Illinois.

5. The Franchisee Questionnaire included in the Disclosure Document is unenforceable under Illinois law because it may have the effect of forcing a franchisee to waive or release certain rights that you as a franchisee have under the Illinois Franchise Disclosure Act, 815 ILCS 705/41 (West 2014).

6. No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

7. Except as amended herein, the Franchise Agreement will be construed and enforced in accordance with its terms.

Each of the undersigned hereby acknowledges having read and understood this Addendum and consents to be bound by all of its terms.

FRANCHISEE

JACK & JOE’S FRANCHISING, INC.

By _____
Its _____

By _____
Its _____

ADDENDUM TO SQUEEGEE SQUAD®
FRANCHISE AGREEMENT FOR THE
STATE OF MINNESOTA

This Addendum pertains to franchises sold in the State of Minnesota and is for the purpose of complying with Minnesota statutes and regulations. Notwithstanding anything which may be contained in the body of the Franchise Agreement to the contrary, the Agreement is amended as follows:

1. The State of Minnesota requires the escrow of the Initial Franchise Fee until JJFI's obligations to assist you in establishing and opening your SQUEEGEE SQUAD® Business are fulfilled. An escrow account has been established by JJFI at Anchor Bank, N.A. located in Blaine, Minnesota. A copy of the Escrow Agreement is on file with the Minnesota Department of Commerce.

2. Minnesota Statutes, Section 80C.21 and Minnesota Rules 2860.4400(J) 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 (1) any of the franchisee's rights as provided for in Minnesota Statutes, Chapter 80C or (2) franchisee's rights to any procedure, forum, or remedies provided for by the laws of the jurisdiction.

3. With respect to franchises governed by Minnesota law, the franchisor will comply with Minnesota Statutes, Section 80C.14, Subd. 3-5, which require (except in certain specified cases) (1) 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 (2) that consent to the transfer of the franchise will not be unreasonably withheld.

4. 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.

5. Minnesota considers it unfair to not protect the franchisee's right to use the trademarks. Refer to Minnesota Statutes, Section 80C.12, Subd. 1(g).

6. Minnesota Rules 2860.4400(D) prohibits a franchisor from requiring a franchisee to assent to a general release.

7. The franchisee cannot consent to the franchisor obtaining injunctive relief. The franchisor may seek injunctive relief. See Minn. Rules 2860.4400J.

8. The Limitations of Claims section must comply with Minnesota Statutes, Section 80C.17, Subd. 5.

9. Except as amended herein, the Franchise Agreement will be construed and enforced in accordance with its terms.

Each of the undersigned hereby acknowledges having read and understood this Addendum

and consents to be bound by all of its terms.

FRANCHISEE

JACK & JOE’S FRANCHISING, INC.

By _____
Its _____

By _____
Its _____

ADDENDUM TO SQUEEGEE SQUAD®
FRANCHISE AGREEMENT FOR THE
STATE OF NEW YORK

This Addendum relates to franchises sold in New York and is intended to comply with New York statutes and regulations. In consideration of the execution of the Franchise Agreement, Franchisor and Franchisee agree to amend the Franchise Agreement as follows:

1. Release. Articles 3 and 15.5(C) of the Franchise Agreement are amended to provide that all rights enjoyed by Franchisee and any causes of action arising in its favor from the provisions of Article 33 of the General Business Law of the State of New York and the regulations issued thereunder will remain in force, it being the intent of this provision that the applicable nonrenewal or termination provisions of the General Business Law be satisfied.

2. Governing Law. Article 22.1 of the Franchise Agreement is amended by adding the following sentence at the end of such Article: “The foregoing should not be considered a waiver of any right that either Franchisor or Franchisee may have under the General Business Law of the State of New York, Article 33.”

3. Construction. In all other respects, the Franchise Agreement will be construed and enforced with its terms.

FRANCHISEE

JACK & JOE’S FRANCHISING, INC.

By _____
Its _____

By _____
Its _____

ADDENDUM TO SQUEEGEE SQUAD®
FRANCHISE AGREEMENT FOR THE
STATE OF SOUTH DAKOTA

To the extent the South Dakota Franchise Investment Act, S.D. Codified Laws §§37-5B-53 – 37-5B-53 applies, the terms of this Addendum apply.

1. Notwithstanding anything to the contrary contained in the Franchise Agreement, to the extent that the Franchise Agreement contains provisions that are inconsistent with the following, such provisions are hereby amended:

Payment of the initial franchise fee is deferred until such time as we complete our initial obligations and franchisee is open for business.

2. Any capitalized terms that are not defined in this Addendum shall have the meaning given them in the Franchise Agreement.

3. Except as expressly modified by this Addendum, the Franchise Agreement remains unmodified and in full force and effect.

This Addendum is being entered into in connection with the Franchise Agreement. In the event of any conflict between this Addendum and the Franchise Agreement, the terms and conditions of this Addendum shall apply.

Each of the undersigned hereby acknowledges having read and understood this Addendum and consents to be bound by all of its terms.

FRANCHISEE

JACK & JOE’S FRANCHISING, INC.

By _____
Its _____

By _____
Its _____

ADDENDUM TO SQUEEGEE SQUAD®
FRANCHISE AGREEMENT FOR THE
COMMONWEALTH OF VIRGINIA

This Addendum will pertain to franchises sold in the Commonwealth of Virginia and will be for the purpose of complying with the Virginia Retail Franchising Act.

1. 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 franchisees to the franchisor until the franchisor has completed its pre-opening obligations under the franchise agreement.

2. No statement, questionnaire, or acknowledgment signed or agreed to by a franchisee in connection with the commencement of the franchise relationship shall have the effect of (i) waiving any claims under any applicable state franchise law, including fraud in the inducement, or (ii) disclaiming reliance on any statement made by any franchisor, franchise seller, or other person acting on behalf of the franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

3. The following two sections apply to any Franchise Agreement entered into after June 30, 2026:

a. Section 19.2 of the Franchise Agreement is modified to provide that the post-termination non-compete will not apply to Franchisee following termination or expiration of the Franchise Agreement.

Each of the undersigned hereby acknowledges having read and understood this Addendum and consents to be bound by all of its terms.

FRANCHISEE

JACK & JOE'S FRANCHISING, INC.

By _____
Its _____

By _____
Its _____

ADDENDUM TO SQUEEGEE SQUAD®
FRANCHISE AGREEMENT FOR THE
STATE OF WISCONSIN

This Addendum pertains to franchisees in the State of Wisconsin and is for the purpose of complying with Wisconsin statutes and regulations. Notwithstanding anything which may be contained in the body of the Franchise Agreement to the contrary, the Agreement is amended to include the following:

1. Notwithstanding anything which may be contained in the body of the Franchise Agreement to the contrary, Article 16 of the Agreement pertaining to “Franchisor’s Termination Rights; Damages” is extended as follows:

JJFI will provide the Franchisee at least 90 days’ prior written notice of termination, cancellation, or substantial change in competitive circumstances. The notice will state all the reasons for termination, cancellation, or substantial change in competitive circumstances and will provide that you have 60 days in which to rectify any claimed deficiency. If the deficiency is rectified within 60 days, the notice will be void. If the reason for termination, cancellation, or substantial change in competitive circumstances is nonpayment of sums due under the franchise, you will be entitled to written notice of such default, and will have not less than 10 days in which to remedy such default from the date of delivery or posting of such notice.

2. Ch. 135, Stats., the Wisconsin Fair Dealership Law, supersedes any provisions of this Agreement or a related document between JJFI and the Franchisee inconsistent with the Law.

3. Except as amended herein, the Franchise Agreement will be construed and enforced in accordance with its terms.

Each of the undersigned hereby acknowledges having read and understood this Addendum and consents to be bound by all of its terms.

FRANCHISEE

JACK & JOE’S FRANCHISING, INC.

By _____
Its _____

By _____
Its _____

Exhibit E

**SQUEEGEE SQUAD OPERATIONS MANUAL
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FINANCIAL STATEMENTS

Jack & Joe's Franchising, Inc.
**Financial Statements
and Independent Auditor's Report**
December 31, 2025, 2024 and 2023

Jack & Joe's Franchising, Inc.

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Independent Auditor's Report

To the Management
Jack & Joe's Franchising, Inc.

Opinion

We have audited the financial statements of Jack & Joe's Franchising, Inc., which comprise the balance sheet as of December 31, 2025, and the related statements of income, changes in stockholders' equity (deficit), and cash flows for the year then ended, and the related notes to the financial statements.

In our opinion, the accompanying financial statements present fairly, in all material respects, the financial position of Jack & Joe's Franchising, Inc. as of December 31, 2025, 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.

Basis for Opinion

We conducted our audit in accordance with auditing standards generally accepted in the United States of America ("GAAS"). Our responsibilities under those standards are further described in the Auditor's Responsibilities for the Audit of the Financial Statements section of our report. We are required to be independent of Jack & Joe's Franchising, Inc. and to meet our other ethical responsibilities, in accordance with the relevant ethical requirements relating to our audit. We believe that the audit evidence we have obtained is sufficient and appropriate to provide a basis for our audit opinion.

Other Matter

The financial statements of Jack & Joe's Franchising, Inc. as of and for the years ended December 31, 2024 and 2023, before the restatement described in note 8, were audited by another auditor whose report dated April 23, 2025, expressed an unmodified opinion on those statements. As part of our audit of the December 31, 2025 financial statements, we also audited the adjustments described in Note 8 that were applied to restate the 2024 and 2023 financial statements. In our opinion, such adjustments are appropriate and have been properly applied. We were not engaged to audit, review or apply any procedures to the 2024 and 2023 financial statements of the Company other than with respect to the adjustments and, accordingly, we do not express an opinion or any form of assurance on the 2024 and 2023 financial statements as a whole.

Responsibilities of Management for the Financial Statements

Management is responsible for the preparation and fair presentation of the financial statements in accordance with accounting principles generally accepted in the United States of America, and for 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.

In preparing the financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about Jack & Joe's Franchising, Inc.'s ability to continue as a going concern for one year after the date that the financial statements are issued.

Auditor's Responsibilities for the Audit of the Financial Statements

Our objectives are to obtain reasonable assurance about whether the financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditor's report that includes our opinion. Reasonable assurance is a high level of assurance but is not absolute assurance and therefore is not a guarantee that an audit conducted in accordance with GAAS will always detect a material misstatement when it exists. The risk of not detecting a material misstatement resulting from fraud is higher than for one resulting from error, as fraud may involve collusion, forgery, intentional omissions, misrepresentations, or the override of internal control.

Misstatements are considered material if there is a substantial likelihood that, individually or in the aggregate, they would influence the judgment made by a reasonable user based on the financial statements.

In performing an audit in accordance with GAAS, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the financial statements, whether due to fraud or error, and design and perform audit procedures responsive to those risks. Such procedures include examining, on a test basis, evidence regarding the amounts and disclosures in the financial statements.
- Obtain an understanding of internal control relevant to the audit 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 Jack & Joe's Franchising, Inc.'s internal control. Accordingly, no such opinion is expressed.
- Evaluate the appropriateness of accounting policies used and the reasonableness of significant accounting estimates made by management, as well as evaluate the overall presentation of the financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about Jack & Joe's Franchising, Inc.'s ability to continue as a going concern for a reasonable period of time.

We are required to communicate with those charged with governance regarding, among other matters, the planned scope and timing of the audit, significant audit findings, and certain internal control-related matters that we identified during the audit.

A handwritten signature in black ink that reads "CohnReznick LLP".

Minneapolis, Minnesota
May 20, 2026

Jack & Joe's Franchising, Inc.

**Balance Sheets
December 31, 2025, 2024 and 2023**

	<u>Assets</u>		
	2025	2024	2023
Current assets			
Cash and cash equivalents	\$ 106,740	\$ 280,549	\$ 177,488
Cash and cash equivalents restricted for franchisee advertising	93,970	53,107	39,891
Accounts receivable, net	638,201	589,192	576,371
Prepaid expenses	45,071	37,545	577
Notes receivable - franchisees	-	8,050	8,000
Total current assets	883,982	968,443	802,327
Property and equipment			
Vehicles	170,051	170,051	153,956
Computer equipment	2,056	2,056	6,531
Total property and equipment	172,107	172,107	160,487
Less accumulated depreciation	126,704	101,675	81,928
Property and equipment, net	45,403	70,432	78,559
Other assets			
Notes receivable - franchisees, net of current portion and allowance	-	2,436	9,086
Contract asset	2,962,167	2,380,563	1,892,728
Investment in Squadware, LLC	19,540	8,806	-
Website development, net of amortization	13,417	16,917	20,417
Total other assets	2,995,124	2,408,722	1,922,231
Total assets	\$ 3,924,509	\$ 3,447,597	\$ 2,803,117

Jack & Joe's Franchising, Inc.

**Balance Sheets
December 31, 2025, 2024 and 2023**

Liabilities and Stockholders' (Deficit)

	2025	2024	2023
Current liabilities			
Obligation under line of credit agreement	\$ 191,344	\$ 161,324	\$ 298,591
Accounts and sales taxes payable	155,351	125,471	13,177
Commissions payable	243,669	219,387	102,331
Accrued wages	31,970	21,094	18,546
Retained deficit in investment - Squadware, LLC	-	-	377
Total current liabilities	622,334	527,276	433,022
Long-term liabilities			
Contract liabilities	4,954,052	3,940,833	3,085,388
Total liabilities	5,576,386	4,468,109	3,518,410
Stockholders' equity (deficit)			
Common stock, \$.01 par value; 10,000,000 shares authorized, 105 shares issued and outstanding	1	1	1
Additional paid-in capital	1,155,999	1,155,999	1,155,999
Accumulated deficit	(2,807,877)	(2,176,512)	(1,871,293)
Total stockholders' deficit	(1,651,877)	(1,020,512)	(715,293)
Total liabilities and stockholders' equity (deficit)	\$ 3,924,509	\$ 3,447,597	\$ 2,803,117

See Notes to Financial Statements.

Jack & Joe's Franchising, Inc.

**Statements of Income
Years Ended December 31, 2025, 2024 and 2023**

	2025	2024	2023
Revenues			
Royalties	\$ 1,721,926	\$ 1,462,412	\$ 1,090,252
Franchise fees	565,063	500,491	309,564
Window cleaning revenues	323,450	583,653	640,174
Advertising income	259,996	198,783	138,014
Convention fees	64,512	46,728	39,912
Management fee	19,170	44,557	42,382
Software lease revenues	15,000	33,142	34,842
Total revenues	2,969,117	2,869,766	2,295,140
Operating expenses			
Salaries and wages	1,132,087	984,334	821,575
Contract labor and commissions	709,258	873,017	395,510
Professional fees	336,989	135,160	121,650
Advertising	256,363	259,936	206,255
Credit loss expense	159,383	8,293	33,787
Payroll taxes	100,982	87,803	68,234
Convention	68,558	42,071	60,107
Office expense	35,741	20,518	25,570
Other operating expenses	31,008	18,644	16,666
Depreciation and amortization	28,529	27,723	22,586
Software	26,652	35,323	66,009
Training	23,234	36,223	36,804
Rent	13,000	17,075	23,336
Life insurance	9,192	9,192	11,560
Equipment rent	9,089	39,015	53,064
Auto expense	7,500	4,440	29,484
Insurance	7,015	75,009	89,666
Travel and entertainment	5,747	19,535	55,900
Window cleaning expenses	4,571	13,954	39,442
Telephone and internet	2,954	2,328	2,499
Utilities	397	2,334	350
State registration fees	170	1,835	-
Total operating expenses	2,968,419	2,713,762	2,180,054
Operating income	698	156,004	115,086

Jack & Joe's Franchising, Inc.

Statements of Income
Years Ended December 31, 2025, 2024 and 2023

	2025	2024	2023
Other income (expense)			
Other income	11,951	45,897	33,463
Interest income	2,751	1,188	-
Interest expense	(14,470)	(19,547)	(29,502)
Total other income (expense)	232	27,538	3,961
Net income	\$ 930	\$ 183,542	\$ 119,047

See Notes to Financial Statements.

Jack & Joes Franchising, Inc.

**Statements of Changes In Stockholders' Equity (Deficit)
Years Ended December 31, 2025, 2024 and 2023**

	Common stock		Additional paid-in capital	Accumulated (deficit)	Total stockholders' equity (deficit)
	Shares	Amount			
Balance, January 1, 2023, as originally reported	105	\$ 1	\$ 1,155,999	\$ (1,537,712)	\$ (381,712)
Prior period adjustment	-	-	-	(36,141)	(36,141)
Balance, January 1, 2023, as restated	105	1	1,155,999	(1,573,853)	(417,853)
Distributions	-	-	-	(416,487)	(416,487)
Net income	-	-	-	119,047	119,047
Balance, December 31, 2023, as restated	105	1	1,155,999	(1,871,293)	(715,293)
Distributions	-	-	-	(488,761)	(488,761)
Net income	-	-	-	183,542	183,542
Balance, December 31, 2024, as restated	105	1	1,155,999	(2,176,512)	(1,020,512)
Distributions	-	-	-	(632,295)	(632,295)
Net income	-	-	-	930	930
Balance, December 31, 2025	105	\$ 1	\$ 1,155,999	\$ (2,807,877)	\$ (1,651,877)

See Notes to Financial Statements.

Jack & Joe's Franchising, Inc.

Statements of Cash Flows
Years Ended December 31, 2025, 2024 and 2023

	2025	2024	2023
Cash flows from operating activities			
Net income	\$ 930	\$ 183,542	\$ 119,047
Adjustments to reconcile net income to net cash provided by operating activities			
Forgiveness of amounts due to stockholders	-	-	(33,208)
Depreciation and amortization	28,529	27,723	22,586
(Gain) loss on investment in Squadware, LLC	(19,234)	4,216	377
Provision for uncollectible receivables	156,941	-	(4,259)
Changes in operating asset and liability accounts			
Accounts receivable	(205,950)	(12,821)	(238,700)
Prepaid expenses	(7,526)	(36,624)	16,288
Contract assets	(581,604)	(487,835)	(479,121)
Accounts and sales tax payable	29,880	111,950	(19,009)
Commissions payable	24,282	117,056	(158,479)
Accrued wages	10,876	2,548	6,245
Contract liabilities	1,013,219	855,445	1,279,112
Net cash provided by operating activities	450,343	765,200	510,879
Cash flows from investing activities			
Net payments on notes receivable - franchisees	10,486	6,600	25,500
Capital contributions to Squadware, LLC	-	(13,399)	-
Distributions from Squadware, LLC	8,500	-	-
Purchases of property and equipment	-	(16,096)	(26,486)
Net cash provided by (used in) investing activities	18,986	(22,895)	(986)
Cash flows from financing activities			
Advances on line of credit agreement	30,020	50,000	300,000
Payments on long-term debt	-	-	(68,935)
Payments on line of credit agreement	-	(187,267)	(160,000)
Distributions to stockholders	(632,295)	(488,761)	(416,487)
Net cash (used in) financing activities	(602,275)	(626,028)	(345,422)

Jack & Joe's Franchising, Inc.

Statements of Cash Flows
Years Ended December 31, 2025, 2024 and 2023

	2025	2024	2023
Net change in cash and cash equivalents	(132,946)	116,277	164,471
Cash and cash equivalents, beginning of year	333,656	217,379	52,908
Cash and cash equivalents, end of year	\$ 200,710	\$ 333,656	\$ 217,379
Cash and cash equivalents as presented on the balance sheet (page 3)			
Cash and cash equivalents	\$ 106,740	\$ 280,549	\$ 177,488
Cash restricted for franchisee advertising	93,970	53,107	39,891
Total cash and cash equivalents	\$ 200,710	\$ 333,656	\$ 217,379
Supplemental disclosures of cash flow information			
Cash paid during the year for:			
Interest	\$ 14,470	\$ 19,547	\$ 29,502

See Notes to Financial Statements.

Jack & Joe's Franchising, Inc.

**Notes to Financial Statements
December 31, 2025, 2024 and 2023**

Note 1 - Description of business and summary of significant accounting policies

Description of business

Jack & Joe's Franchising, Inc. (the "Company") was incorporated on February 4, 2005 in the State of Minnesota. The Company has registered in the State of Minnesota and other states to sell franchises and plans to register in additional states. As a franchisor, the Company enters into franchise agreements with franchisees - training them to operate a window cleaning business in their designated territory. The Company charges an initial franchise fee to franchisees to purchase a franchise and collects weekly fees from franchisees based primarily on franchisee revenues.

Basis of accounting and revenue recognition

The Company maintains their books and records on the accrual basis of accounting in accordance with generally accepted accounting principles.

For contracts that are within the scope of Financial Accounting Standards Board Accounting Standards Codification ("ASC") 606, *Revenue from Contracts with Customers*, the Company performs the following five steps: (1) identify the contract(s) with a customer; (2) identify the performance obligations in the contract; (3) determine the transaction price; (4) allocate the transaction price to the performance obligations in the contract; and (5) recognize revenue when (or as) the Company satisfies a performance obligation.

Revenue is measured based on consideration specified in a contract with a customer, and excludes any sales incentives and amounts collected on behalf of third parties. The Company recognizes revenue when it satisfies a performance obligation by transferring control over a product or service to a customer.

For performance obligations related to the sale of franchises, including licensing franchisee software, control transfers to the customer over time. The Company's franchise fee and software license contracts are recognized over time based on the life of the contract.

For performance obligations related to window cleaning revenue and ongoing fees from franchisees, including royalties, advertising income, convention fees, and management fees, control transfers to the customer at a point in time. The Company records revenue generally when the related revenue has been earned.

A portion of the Company's franchise sales have historically been financed. For other revenues, the Company does not have significant financing components as payment is received at or shortly after the point of sale.

Cash and cash equivalents

The Company considers all demand deposits and all other highly-liquid investments with an original maturity of three months or less to be cash equivalents.

Receivables

Accounts receivables are stated at the amount management expects to collect from balances outstanding at year end. All accounts receivable are expected to be collected within one year of the balance sheet date.

Notes receivable from the Company's franchisees are stated at unpaid principal balances. The notes are generally unsecured and do not charge interest.

Jack & Joe's Franchising, Inc.

Notes to Financial Statements December 31, 2025, 2024 and 2023

The Company maintains an allowance for credit losses on its accounts and notes receivable, which represents an estimate of expected losses over the remaining contractual life of its accounts and notes receivable. The allowance for credit losses under the current expected credit loss methodology is determined using the loss rate approach and is measured on a collective (pool) basis when similar risk characteristics exist. The loss rate percentages used are based on the history of credit loss expense, the aging of accounts and notes receivable, and the expectation of payments, with adjustments for current economic conditions and forecasts of future economic conditions. Where accounts and notes receivable do not share risk characteristics, they are evaluated on an individual basis. Amounts are deemed past due when they exceed the payment terms agreed to by the customer. Past due amounts are charged off to the allowance for credit losses when reasonable collection efforts have been exhausted and the amounts are deemed uncollectible. Adjustments to the allowance are recorded as "credit loss expense" in operating expenses, on the statements of income.

As of December 31, 2025, the Company determined its estimate of expected losses over the remaining contractual life of its accounts and notes receivable to be \$156,941. As of December 31, 2024 and 2023, the Company has determined its estimate of expected losses over the remaining contractual life of its accounts and notes receivables is not significant to the financial statements. Based on this, an allowance for credit losses on accounts and notes receivables was not considered necessary as of December 31, 2024 and 2023.

Property and equipment

Property and equipment are stated at cost. Depreciation is recorded using the straight-line method over the estimated useful lives of the assets, generally five years for computer equipment and vehicles. Depreciation expense was \$25,029, \$24,223 and \$19,086 for the years ended December 31, 2025, 2024 and 2023, respectively.

Intangible assets - franchise registration

The Company has registered with the State of Minnesota and other states as an approved franchisor. In conjunction with obtaining this approval and drafting the related standard franchise agreement, it incurred \$94,334 in costs. These costs have been capitalized and were amortized on a straight-line basis over the estimated useful life of 10 years.

Intangible assets - website development

During 2019, the Company incurred costs related to the development of its website for use as a marketing tool for attracting franchisees and as a resource for current franchisees. The costs, totaling \$35,000, were capitalized and are being amortized on a straight-line basis over the estimated useful life of 10 years. Amortization expense was \$3,500 for each of the years ended December 31, 2025, 2024 and 2023. Amortization expense related to the website is expected to be \$3,500 each year until fully amortized.

Investments

Investments in companies that are not consolidated but over which the Company can exercise significant influence are accounted for under the equity method of accounting. Under the equity method of accounting, an investee company's accounts are not reflected within the Company's balance sheets and statements of income; however, the Company's share of the earnings or losses of the investee company, if any, is reflected on the statements of income. The Company's carrying value in an equity method investee company is reflected on the balance sheets.

Jack & Joe's Franchising, Inc.

Notes to Financial Statements December 31, 2025, 2024 and 2023

During 2023, the Company purchased a 50% ownership interest in Squadware, LLC. As noted above, this investment is accounted for under the equity method of accounting. The investment amounted to \$19,540, \$8,806 and (\$377) as of December 31, 2025, 2024 and 2023, respectively.

Contract assets

Contract assets include commission payments on franchises sold. These amounts are capitalized and recognized as expense over the term of the associated franchise agreement.

Contract liabilities

Contract liabilities include sales of franchises related to commitments for service and use of the Company's intellectual property and branding in future periods, software licensing fees that have not yet been recognized in accordance with the Company's revenue recognition policy and fees paid by franchisees for the Company's annual convention to be held in the year subsequent to the reporting period.

Leases

When, at inception of a contract, the Company determines that the contract contains a lease component, the Company records an operating lease or finance lease based on the agreement. In evaluating contracts to determine if they qualify as a lease, the Company considers factors such as if they have obtained substantially all of the rights to the underlying asset through exclusivity, if they can direct the use of the asset by making decisions about how and what purpose the asset will be used and if the lessor has substantive substitution rights. This evaluation may require significant judgment.

The Company elected to apply the short-term lease exemption to its existing lease. See Note 5 for information about the short-term lease cost recognized in the years ended December 31, 2025, 2024 and 2023.

Income taxes

The Company has elected to be taxed under the provisions of Subchapter S of the Internal Revenue Code. Under those provisions, the Company does not pay federal corporate income taxes on its taxable income. Instead, the stockholders are liable for individual federal income taxes on their respective shares of the Company's income.

Management has determined that the Company does not have any uncertain tax positions and associated unrecognized benefits that materially impact the financial statements or related disclosures. Additionally, any income taxes as a result of the IRS disallowing certain deductions will be imposed on the stockholders rather than the Company.

The Company's federal income tax returns are subject to examination by the IRS, generally for three years after they were filed.

Advertising

The Company expenses advertising costs as they are incurred. Advertising expense for the years ended December 31, 2025, 2024 and 2023 was \$256,363, \$259,936 and \$206,255, respectively.

Jack & Joe's Franchising, Inc.

Notes to Financial Statements December 31, 2025, 2024 and 2023

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 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 and assumptions.

Reclassification

Certain reclassifications have been made to the 2024 and 2023 financial statements to conform to the presentation in the 2025 financial statements. There were no changes to net income or retained deficit as a result of these reclassifications for the years ended December 31, 2025, 2024 and 2023.

Subsequent events

In preparing these financial statements, the Company has evaluated events and transactions for potential recognition or disclosure through May 20, 2026, the date the financial statements were available to be issued.

Note 2 - Restricted cash

The Company collects weekly advertising fees from franchisees in accordance with the franchise agreements. Such funds are to be used by the Company as it sees fit for advertising and related expenses for the franchised operations. As of December 31, 2025, 2024 and 2023, the Company held \$93,970, \$53,107 and \$39,891, respectively, in a separate account related to fees collected from franchisees that had not yet been expended for the purpose stated above.

Note 3 - Line of credit agreement

The Company has a revolving line of credit agreement with its bank, which allows for borrowings up to \$300,000. The line, which matures in October 2026, bears interest at 7.75%. The line is secured by substantially all of the Company's assets and a mortgage on property owned by one of the Company's stockholders. Outstanding draws on the line of credit for the years ended December 31, 2025, 2024 and 2023 totaled \$191,344, \$161,324 and \$298,591, respectively. The Company was in compliance with all covenants required under the line of credit agreement.

Note 4 - Related party transactions

Amounts due to and from stockholders at various times throughout the year resulted from open account activity. The amounts are unsecured and are noninterest bearing. There was no amount owed to or from stockholders as of December 31, 2025, 2024 and 2023.

During 2023, the stockholders forgave the amounts due to them by the Company. As a result, the Company recognized \$33,208 of debt forgiveness income. This amount is included in other income on the Company's statement of income.

Note 5 - Commitments

The Company leases office space and equipment under various month-to-month operating lease agreements. Rent expense for the years ended December 31, 2025, 2024 and 2023, was \$13,000, \$17,075 and \$23,336 respectively.

Jack & Joe's Franchising, Inc.

**Notes to Financial Statements
December 31, 2025, 2024 and 2023**

Note 6 - Franchise revenue

In general, the Company's franchise agreements provide for the payment of a franchise fee for each franchised territory sold. Franchisees pay continuing fees ranging from 5% to 7% of sales. Subject to approval and payment of a renewal fee, a franchisee may generally renew its agreement upon expiration.

Initial franchise fees are generally recognized over the term of the franchise agreement. For payment of initial franchise fees, franchisees are provided with services such as consulting, personnel training and opening assistance, as well as use of the Company's intellectual property including the franchise name and branding.

During 2025, the Company sold fourteen individual franchise licenses, one franchise for additional territories and three territory transfers. As of December 31, 2025, there were 106 franchises in operations and 3 franchises for which the Company had not completed its training services.

During 2024, the Company sold seventeen individual franchise licenses and two franchises for additional territories. As of December 31, 2024, there were 71 franchises in operations and 6 franchises for which the Company had not completed its training services.

During 2023, the Company sold sixteen individual franchise licenses and one territory transfer. As of December 31, 2023, there were 79 franchises in operations and 4 franchises for which the Company had not completed its training services.

Initial franchise fee revenues amounted to \$565,063, \$500,491 and \$309,564 for the years ended December 31, 2025, 2024 and 2023, respectively.

Note 7 - Revenue and contract balances

Revenue, disaggregated by timing of satisfaction of performance obligations, for the years ended December 31, 2025, 2024 and 2023 was as follows:

	2025	2024	2023
Performance obligations satisfied at a point in time	\$ 2,389,054	\$ 2,336,133	\$ 1,950,734
Performance obligations satisfied over time	580,063	533,633	344,406
Total	<u>\$ 2,969,117</u>	<u>\$ 2,869,766</u>	<u>\$ 2,295,140</u>

Revenue from performance obligations satisfied at a point in time consists of window cleaning revenue and ongoing fees from franchisees. Revenue from performance obligations satisfied over time consists of initial franchise fees and software licenses revenue.

Jack & Joe's Franchising, Inc.

**Notes to Financial Statements
December 31, 2025, 2024 and 2023**

Contract assets include unrecognized commissions expense and contract liabilities include unearned revenue related to initial franchise fees for the remaining term of the underlying franchise agreements, as well as software licenses revenues and conversion fees relating to periods subsequent to the financial statement date. The following table presents contract assets and contract liabilities:

	Contract liabilities	Contract assets
Balance as of January 1, 2023	\$ 1,806,276	\$ 1,413,607
Balance as of December 31, 2023	\$ 3,085,388	\$ 1,892,728
Balance as of December 31, 2024	\$ 3,940,833	\$ 2,380,563
Balance as of December 31, 2025	\$ 4,954,052	\$ 2,962,167

The Company's retained deficit as adjusted under the existing revenue recognition standard will be funded as the contract liabilities are earned as revenue. The Company expects to recognize contract assets as commissions expense over the terms of related franchise agreements. The Company expects to recognize contract liabilities as revenue over the terms of the related franchise and software license agreements.

Note 8 - Restatement

During 2025, the Company identified an error in the application of ASC 606 related to the accounting for unearned franchise fee revenue and prepaid commissions expense. Contract liabilities for unearned franchisee fee revenue were understated due to upfront costs incurred by the Company related to the sale of the various franchises. Additionally, contract assets related to upfront commissions paid for franchise territories sold were understated. Accordingly, the Company has restated its financial statements for the years ended December 31, 2024 and 2023 to adjust contract assets and liabilities to reflect the appropriate accounting treatment.

The restatement resulted in the following cumulative impacts on the financial statements as of and for the year ended December 31, 2024:

Balance Sheet Line Item	As originally reported	As restated	Adjustment
Contract liabilities	\$ 917,435	\$ 3,940,833	\$ 3,023,398
Contract assets	-	2,380,563	2,380,563
Retained (deficit)	(1,533,677)	(2,176,512)	(642,835)

Income Statement Line Item	As originally reported	As restated	Adjustment
Franchise fee revenue	\$ 958,766	\$ 500,491	\$ (458,275)
Commissions expense	955,111	467,275	(487,836)
Net income	153,891	183,542	29,651

Jack & Joe's Franchising, Inc.

Notes to Financial Statements
December 31, 2025, 2024 and 2023

The restatement resulted in the following cumulative impacts on the financial statements as of and for the year ended December 31, 2023:

Balance Sheet Line Item	As originally reported	As restated	Adjustment
Contract liabilities	\$ 520,264	\$ 3,085,388	\$ 2,565,124
Contract assets	-	1,892,728	1,892,728
Retained (deficit)	(1,198,897)	(1,871,293)	(672,396)

Income Statement Line Item	As originally reported	As restated	Adjustment
Franchise fee revenue	\$ 1,424,939	\$ 309,564	\$ (1,115,375)
Commissions expense	568,755	89,635	(479,120)
Net income	755,302	119,047	(636,255)



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UNAUDITED FINANCIAL STATEMENTS

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 HIS/HER OPINION WITH REGARD TO THE CONTENT OR FORM.

Balance Sheet

Squeegee Squad - Jack & Joe's Franchising, Inc.

As of Apr 30, 2026

	TOTAL
Assets	
Current Assets	
Bank Accounts	
2000 OPERATING ACCOUNT ...4070	31,634.47
2001 Advertising Fund (0753)	43,034.55
2002 Squadware Fund (6431)	3.00
2003 Convention Fund	0.00
3619 Escrow Account (5203)	12,000.00
3620 Wire Transfer Account (7985)	1,134.92
Petty Cash	0.00
Total for Bank Accounts	\$87,806.94
Accounts Receivable	
1200 Accounts Receivable	0.00
Total for Accounts Receivable	\$0.00
Other Current Assets	
1201 A/R - Manual	16,650.36
1300 Contract Asset	2,962,167.34
20244 Territory Purchase	0.00
2301 Franchise Fee Receivable	0.00
2600 Prepaid Expenses	53,170.14
2601 Prepaid Expenses - Brochures	0.00
2602 Undeposited Funds	0.00
2603 Prepaid Sales Persons Fees	0.00
2604 Software Liscense Fee Receivabl	0.00
2605 Notes Receivable	52,961.03
2606 Prepaid Insurance	0.00
2608 Allowance for Uncollectible Not	0.00
2611 Pass Through - Franchisee	-701.53
Total for Other Current Assets	\$3,084,247.34
Total for Current Assets	\$3,172,054.28
Fixed Assets	
3022 Leasehold Improvements	0.00
3023 Computer Equipment	3,684.30
3025 Vehicles	170,050.66
3080 Accumulated Depreciation	-101,675.48
Total for Fixed Assets	\$72,059.48
Other Assets	
2609 Loan to/from Squadware LLC	-8,500.00
2610 Loan Receivable - Jack	0.00
2614 Investment in Squadware, LLC	8,806.26
3020 Software Dev	0.00
3021 Website Development (deleted)	35,000.00
3024 Web-Based Squadware Software	43,680.00
3611 Attorney Fees	0.00
3612 Brochure Development	0.00

Balance Sheet

Squeegee Squad - Jack & Joe's Franchising, Inc.

As of Apr 30, 2026

	TOTAL
3613 Computer/technology	0.00
3614 Construction Fees	0.00
3616 Seup Fees Consultants	0.00
3617 Logo Design	0.00
3618 Franchise Registration	94,334.30
3687 Acc. Amort. - Website	-18,083.33
3688 Acc. Amort. - Software	-43,680.00
3689 Acc.Amort. Franchise Registrati	-94,334.30
Total for Other Assets	\$17,222.93
Total for Assets	\$3,261,336.69
Liabilities and Equity	
Liabilities	
Current Liabilities	
Accounts Payable	
4100 Accounts Payable	0.00
Total for Accounts Payable	\$0.00
Credit Cards	
20300 VISA - Igor Lopez Camejo	0.00
20301 VISA - Jacob Wynes	0.00
20303 VISA - Paul Collum	1,099.80
9994 VISA - Ad Fund - Old National	665.00
9995 VISA - COURTNEY LIGHTFOOT	2,370.00
9996 VISA - JOE RUEGSEGGGER	13,954.82
Mike Coburn Visa	0.00
VISA- Angie Harley	1,678.60
VISA- Ann St. Martin	1,067.52
Total for Credit Cards	\$20,835.74
Other Current Liabilities	
123456 PPP Advance	0.00
20250 Starbank LOC	191,324.40
20251 SQW Post Phase 1 fees	0.00
4000 Current Portion of LTD	0.00
4101 A/P - Manual	0.00
4102 Commissions Payable	219,387.44
4120 Payroll Liabilities	0.00
4205 Accrued Wages	21,093.74
4500 Deferred Franchise Fees	4,873,317.24
4510 Deferred Convention Fees	62,999.00
4702 Accrued Interest	0.00
4703 Deferred Revenue	12,150.00
Arkansas Department of Revenue Payable	8,913.40
Florida Department of Revenue Payable	1,705.06
Florida Department of Revenue Payable - 12	-2,333.49
Iowa Department of Revenue Payable	\$20.80
Sales Tax Payable	-399.96

Balance Sheet

Squeegee Squad - Jack & Joe's Franchising, Inc.

As of Apr 30, 2026

	TOTAL
Total for Iowa Department of Revenue Payable	-\$379.16
Iowa Department of Revenue Payable - 19	0.00
Minnesota Department of Revenue Payable	4.06
Minnesota Revenue Payable	-10,960.82
New Jersey Treasurer Payable	0.00
Out Of Scope Agency Payable	0.00
Texas Department of Revenue Payable	1,461.28
Wisconsin Department of Revenue Payable	586.14
Total for Other Current Liabilities	\$5,379,268.29
Total for Current Liabilities	\$5,400,104.03
Long-term Liabilities	
13001 Loan to/from JJJI	0.00
4600 Less Current Portion of LTD	0.00
4701 Loan to/from JJWC	-64.59
4704 Loan From/To Joe Ruegsegger	-17.40
4705 Loan From/To Jack Ruegsegger	0.00
4711 0118 Vehicle - Chevy GMC Canyon	0.00
4712 0134 Vehicle- Chevy Silverado	0.00
Total for Long-term Liabilities	-\$81.99
Total for Liabilities	\$5,400,022.04
Equity	
000002 Additional Paid-In Capital	1,155,999.00
20210 Weekly Distributions	-1,281,130.92
5016 Opening Bal Equity	0.00
5020 Common Stock	1.00
5030 Distributions	0.00
5014 Retained Earnings	-2,104,020.36
Net Income	90,465.93
Total for Equity	-\$2,138,685.35
Total for Liabilities and Equity	\$3,261,336.69

Profit and Loss

Squeegee Squad - Jack & Joe's Franchising, Inc.

January 1-April 30, 2026

	TOTAL
Income	
6002 Franchise Fee	351,439.72
6004 Software License Fee	3,222.22
6005 Vendor Refunds	5,394.19
6007 Advertising Fund Fee	72,437.98
6008 Royalty Fee	\$415,690.42
6014 Convention Fee	3,200.00
8903 Transfer Fee	20,666.67
89030 Training Fee	18,111.11
Unapplied Cash Payment Income	236.45
Window Cleaning Misc. Travelling Crew	42,054.08
Total for Income	\$932,452.84
Gross Profit	\$932,452.84
Expenses	
100 Advertising - Corporate	\$19,562.63
101 Advertising - Ad Fund	\$73,576.71
13000 Franchisee Support	\$13,464.29
13009 Traveling Crew	\$75,685.07
16001 Sales Commissions Internal (Franchise Fee)	154,430.50
20226 SE Florida Expansion - Expenses	750.00
6013 Convention	25,202.85
6304 Automobile Expense	\$507.02
6309 Bank Service Charges	\$26,609.98
6313 Professional Development	\$31,308.50
6321 Software Expense	\$8,113.15
6328 Insurance	\$3,647.08
6338 Office Supplies	164.17
6344 Office Equipment	312.13
6352 Corporate Payroll Expenses	\$308,072.64
6360 Postage, Printing, Shipping	133.54
6362 Professional Fees	\$84,157.85
6368 Rent & Utilities	4,000.00
6378 Telephone and Fax	408.42
6382 Travel & Entertainment & Meals	47.00
6500 Sales Tax	\$499.20
State Tax	5,022.00
Unapplied Cash Bill Payment Expense	0.00
Total for Expenses	\$835,674.73
Net Operating Income	\$96,778.11
Other Income	
7010 Interest Income	1,250.00
Total for Other Income	\$1,250.00

Profit and Loss

Squeegee Squad - Jack & Joe's Franchising, Inc.

January 1-April 30, 2026

	TOTAL
Other Expenses	
Squadware Inc Business Venture	\$7,562.18
Total for Other Expenses	\$7,562.18
Net Other Income	-\$6,312.18
Net Income	\$90,465.93

Exhibit G

**LIST OF FRANCHISED OUTLETS
AND FRANCHISEES WHO HAVE LEFT THE SYSTEM**

CITY	FRANCHISEE	ADDRESS	PHONE/FAX/EMAIL
<u>ALABAMA</u>			
Baldwin County, Mobile County, AL	Chris Hirst	24881 Planters Drive Daphne, AL 36526	(251)487-0675 Chris.hirst@squeegeesquad.com
Jefferson County, AL	Darrell Long	310 Sloss Cr. Trussville, AL 335173	(205)709-6522 Darrell.long@squeegeesquad.com
Tuscaloosa County, AL, Montgomery County, AL, Madison County, AL	Englebert/Morgan	1161 Gadsden HWY Birmingham, AL 35235	Rose: 863-604-7885 Rose.Englebert@squeegeesquad.com Lance: 210-323-3000 Lance.Englebert@squeegeesquad.com Ty: 210-722-7739 Ty.morgan@squeegeesquad.com Alexis: 210-589-8266 Alexis.Englebert-morgan@squeegeesquad.com
<u>ARIZONA</u>			
Phoenix, AZ	Todd Foor	P.O. Box 7475 Tempe, AZ 85281	(480) 288-0053 Todd.Foor@SqueegeeSquad.com
Flagstaff, AZ	Darren Mabe	13295 E King John Rd Parks, AZ 86018	(480) 694-3395 Darren.Mabe@squeegeesquad.com
Chandler, AZ	Bill Davis	2010 W Angelo Way San Tan Valley, AZ 85144	(602)314-0861 Bill.Davis@squeegeesquad.com
<u>ARKANSAS</u>			
Northwest AR	Derek Armstrong	13710 Steward Rd Siloam Springs, AR 72761	479-422-1854 Derek.armstrong@squeegeesquad.com
<u>CALIFORNIA</u>			
Silicon Valley, CA	Eliud Romero	3530 De La Cruz Blvd Santa Clara, CA 95054	626-532-2276 Eliud.romero@squeegeesquad.com
<u>COLORADO</u>			
Adams, Boulder, Broomfield, El Paso, Larimer ,Weld County, CO (2 Units)	Bruce Sompolski David Piwko	13701 W Jewell Ave Ste 208 Lakewood, CO 80228	(720) 408-0014 Bruce@squeegeesquad.com David@squeegeesquad.com
<u>DISTRICT OF COLUMBIA</u>			
Washington, DC	Thane Timbers	12711 Landview Drive Manassas Park, VA 20112	540-622-7592 Thane.Timbers@squeegeesquad.com
<u>FLORIDA</u>			
Clearwater, FL	Paul Dunwell	3665 East Bay Drive Suite 204 Largo, FL 33771	(727) 216-6716 pauldunwell@squeegeesquad.com
Lakeland, FL	TJ Muncy	15390 County Rd 565A STE F Groveland, FL 34736	(863) 399-1717 TJMuncy@squeegeesquad.com
Orlando/Daytona Beach, FL	Jason Zapp	4300 W Lake Mary Blvd Orlando, FL 32806	(386) 313-8425 (407) 921-0071 Jason@squeegeesquad.com
Tampa, FL (1 Unit)	Marcello Magno	14875 Skip Jack Loop Lakewood Ranch, FL 34202	(813) 443-5713 salestampabay@squeegeesquad.com
Manatee & Sarasota County, FL, Collier County, FL. (2 Units)	Marcello Magno	14875 Skip Jack Loop Lakewood Ranch, FL 34202	(941) 462-2497 manatee.sarasota@squeegeesquad.com
Brevard County, FL, Indian River County, FL	Adam Bajus	1153 Malabar Road NE Unit #11-310 Palm Bay, FL 32907	(321) 367-1578 adam@squeegeesquad.com

CITY	FRANCHISEE	ADDRESS	PHONE/FAX/EMAIL
Escambia County FL, Gulf Breeze/Navarre FL Fort Walton Beach Destin Miramar Beach	Jacob Sheedlo	3500 S Highway 97 Cantonment, FL 32533	(815) 219-8229 Jacob.sheedlo@squeegeesquad.com
Northeast Miami-Dade County	Marcello Magno	13194 US HWY 301 S – Suite 334 Riverview, FL 33578	305-897-1310 manatee.sarasota@squeegeesquad.com
Palm Beach County, FL	Mason Silvia/Alan Diamond	357 Saturn Ave. Tequesta, FL 33469	561-374-4909 Mason.silvia@squeegeesquad.com Alan.diamond@squeegeesquad.com
Broward Co, FL	Steven Franklin	10173 NW 4 th St Plantation, FL 33324	Steven: 954-562-0418 Steven.franklin@squeegeesquad.com Simone: 954-599-0521 Simone.franklin@squeegeesquad.com
Jacksonville, FL	Patrick Hill	218 Lochnagar Mountain Dr. St. John, FL 32259	740-534-2886 Patrick.hill@squeegeesquad.com
Pasco County, FL	Leonardo & Vanessa Pilotto	7901 4 th St. N – Suite 300 St. Petersburg, FL 33702	647-464-6674 Leonardo.pilotto@squeegeesquad.com 647-470-1848 Vanessa.pilotto@squeegeesquad.com
<u>GEORGIA</u>			
Fulton County, GA	Jeff & Dawn Forman	4809 Rushing Rock Way NE Marietta, GA 30066	404-663-5418 Jeff.forman@squeegeesquad.com Dawn.forman@squeegeesquad.com
Gwinnett County, GA	David Woods	4526 Hale Drive Lilburn, GA 30047	770-355-5088 David.woods@squeegeesquad.com
DeKalb County, GA	David Woods	4526 Hale Drive Lilburn, GA 30047	770-355-5088 David.woods@squeegeesquad.com
Cobb County GA, Forsyth County GA	Michael Dugan Randy Dugan	205 Cumorah Trail Alpharetta, GA 30004	404-550-4845 Michael.dugan@squeegeesquad.com 917-696-8021 Randy.dugan@squeegeesquad.com
Augusta, GA (Primary Location) & Sumter, SC, & WV	Chris Lindenlauf	646 Black River Rd. Camden, SC 29020	803-216-1267 Chris.lindenlauf@squeegeesquad.com
<u>ILLINOIS</u>			
Chicago, IL (2 Units)	Andy Rosenthal	14409 W. Edison Ave. Unit G New Lenox, IL 60451	(630) 418-0753 Andy.rosenthal@squeegeesquad.com
Peoria, IL	Pat O'Neill	1230 Independence Ct. Washington, IL 61571	(309) 657-6568 pat@squeegeesquad.com
Chicago West Loop, IL	Cameron Weaver & Jacob Sheedlo	2145 Morningside Dr. Pensacola, FL 32503	850-287-7793 Cameron.weaver@squeegeesquad.com
Downtown and Upper East Side Chicago, IL	Swetha Solipuram & Rich Ward	1936 N Ridgeway Ave. Apt 3 Chicago, IL 60647	(312) 536-7448 Swetha.solipuram@squeegeesquad.com Rich.ward@squeegeesquad.com
<u>INDIANA</u>			
Indianapolis, IN	Will Wunder	8175 Hunters Place Indianapolis, IN 46236	317-727-2479 Will.wunder@squeegeesquad.com
<u>IOWA</u>			
Polk County, IA	Robert Severtson	14503 Holcomb Ave Urbandale, IA 50323	763-350-2043 Bobby.severtson@squeegeesquad.com
<u>KANSAS</u>			
Topeka, KS	Mike Coburn Melissa Coburn	3341 NW Hickory Ridge LN Topeka, KS 66618	(785) 215-5159 mikec@squeegeesquad.com melissac@squeegeesquad.com
Overland Park, KS	Zach Poland	8400 W 127 th St. #10	(913) 291-7771

CITY	FRANCHISEE	ADDRESS	PHONE/FAX/EMAIL
		Overland Park, KS 66213	zach@squeegeesquad.com
Wichita, KS	James Barfield	2250N Rock Road Ct. Wichita, KS 67226	(316) 202-6020 james@squeegeesquad.com
KENTUCKY			
Northern KY & Cincinnati, OH	Brian Longen	1891 Palladian Dr. Florence, KY 41042	(859) 486-8370 nky@squeegeesquad.com
Lexington-Fayette, KY	Sam Varner Marilee Varner	912 Liberty Road Lexington, KY 40505	(859) 536-3636 Sam@squeegeesquad.com Marilee@squeegeesquad.com
Louisville	Kristina Winner	8310 Independence School Road Louisville, KY 40228	737-274-4372 Kristina.winner@squeegeesquad.com
LOUISIANA			
New Orleans, LA	Ryan Dale	2617 Cypress Lawn Dr. Marrero, LA 70072	(504) 616-0683 Ryan.dale@squeegeesquad.com
St. Tammany Parish, LA	Dylan Callahan	3221 Iowa Ave. Kenner, LA 70065	504-756-7644 Dylan.callaghan@squeegeesquad.com
MAINE			
Androscoggin & Kennebec County, ME	Charlie Hamel	160 Vickery Road Auburn, ME 04210	(207) 783-9073 CharlieHamel@squeegeesquad.com
MICHIGAN			
Grand Rapids, MI	Troy Butler Rodney Prah	14385 8 th Ave. Suite A Marne, MI 49435	(616) 447-2000 Troy@squeegeesquad.com Rodney@squeegeesquad.com
MINNESOTA			
Alexandria, MN	Kip Drevlow Carrie Drevlow	13761 State 27 Osakis, MN 56360	(320) 766-6005 kip@squeegeesquad.com
St Cloud & Brainerd, MN	Jill & Kyle Olson, Tessa & Ryan Brandt	11765 Naples Circle NE Blaine, MN 55449	(651) 216-1511, (763) 350-2053, (612) 619-9233, (612) 619-9232 Jill.olson@squeegeesquad.com , kyle.olson@squeegeesquad.com , ryan.brandt@squeegeesquad.com , tessa.brandt@squeegeesquad.com
Duluth, MN	Nick Levens	5583 Pine St. P.O. Box 321 Tower, MN 55790	(218) 780-8847 Nick.levens@squeegeesquad.com
Minneapolis/St. Paul, MN (CORPORATE)	Joe Antonello	315 Atwater Street St. Paul, MN 55117	(952) 835-0011 joea@SqueegeeSquad.com
Rochester, MN	Cory Simonson Craig Muenkel	1205 Valley View LN SW Oronoco, MN 55960	(507) 923-4133 corys@SqueegeeSquad.com craig@squeegeesquad.com
MISSOURI			
Springfield, MO	Eric Summerville Melissa Summerville	1753-H S West Bypass Springfield, MO 65807	(417) 838-2566 Eric@squeegeesquad.com melissas@squeegeesquad.com
Cape Girardeau, MO	Devron Bridges	5841 State Hwy K Cape Girardeau, MO 63701	(573) 837-2260 Devron@squeegeesquad.com
Kansas City, MO	Nilofar Rahman & Faisel Mohammad	11701 W 170 th St. Overland Park, KS 66221	(832) 766-3947 (832) 955-8337 nilofar@squeegeesquad.com , faisel@squeegeesquad.com
St. Louis, MO	Tim Cuneo	4247 Von Talge Rd. St. Louis, MO 63128	(913) 426-0695 Tim.cuneo@squeegeesquad.com
NEBRASKA			

CITY	FRANCHISEE	ADDRESS	PHONE/FAX/EMAIL
Douglas County, NE	Heber Escobar	2618 N. 110 th CT Apt 104 Omaha, NE 68164	308-293-2459 Heber.escobar@squeegeesquad.com
<u>NEW JERSEY</u>			
Elisamuel Cruz	Burlington County	709 N 2 nd Street, Suite 400 #1077 Philadelphia, PA 19123	267-213-2470 Eli.Cruz@squeegeesquad.com
<u>NORTH CAROLINA</u>			
Raleigh, NC	Matt Gannon	3417 Dragonfly River Ct. Raleigh, NC 27604	920-946-7928 Matt.gannon@squeegeesquad.com
Apex, NC	Jennifer Suarez	208 Freeman Street Raleigh, NC 27601	919-830-8688 Jennifer.Suarez@squeegeesquad.com
<u>NORTH DAKOTA</u>			
Fargo, ND (& Moorhead, MN)	Brad Malum	742 4 th Street S. Casseltown, ND 58012	(701) 412-8633 Brad@squeegeesquad.com
<u>OHIO</u>			
Columbus, OH	Nick Ferry	4040 Remsen Road Medina, Ohio 44256	614-607-5643 Nick.ferry@squeegeesquad.com
Akron, OH	Nick Ferry	4040 Remsen Road Medina, Ohio 44256	614-607-5643 Nick.ferry@squeegeesquad.com
<u>OKLAHOMA</u>			
Tulsa, OK	Shane Brinkley Melissa Brinkley	319 Dewey Ave #302a Bartlesville, OK 74003	(918) 331-9905 Shane@squeegeesquad.com Melissa@squeegeesquad.com
Northern OKC	Alex Skinner Amy Skinner	828 Northwest 38 th St. Oklahoma City, OK 73118	972-841-2108 Alex.skinner@squeegeesquad.com 405-919-0845 Amy.skinner@squeegeesquad.com
<u>PENNSYLVANIA</u>			
East Pittsburgh, PA	Joe Montore	8865 Norwin Ave. Unit 27 PMB#165 North Huntingdon, PA 15642	(724) 864-5429 Joem@squeegeesquad.com
<u>SOUTH CAROLINA</u>			
Bluffton, SC (Primary Location) Hilton Head, SC & Savannah, GA	Andrew Soto	37 Hidden Lakes Lane Bluffton, SC 29910	954-806-8133 Andrew.soto@squeegeesquad.com
Richland County, SC	Dontai Johnson	7320 Broad River Rd STE K #225 Irmo, SC 29063	832-776-3342 Dontai.johnson@squeegeesquad.com
<u>SOUTH DAKOTA</u>			
Sioux Falls, SD/Sioux City, IA	Jason Todd	PO Box 103 Bronson, IA 51007	(605) 228-6718 jasont@squeegeesquad.com
<u>TENNESEE</u>			
Knox County, TN	Laura & Brandon Grewe	11-1 Tourond Creek Drive St. Adolphe, Manitoba R50C9	204-612-8127 brandongrewe@squeegeesquad.com lauragrewe@squeegeesquad.com
Davidson County, TN Williamson County, TN	Ross Gielow	5 Medalist Ct Brentwood, TN 37027	714-719-3959 Ross.gielow@squeegeesquad.com
<u>TEXAS</u>			
San Antonio, TX	Juan Rosas Joann Rosas	5150 Broadway Box 448 San Antonio, TX 78209	(888) 407-7024 juan@squeegeesquad.com joann@SqueegeeSquad.com
Houston, Belton & Austin, TX	Richard Trukhin	2800 Brownstone Place Apt. 3102 Pearland, TX 77584	(832) 465-4406 Houston@squeegeesquad.com

CITY	FRANCHISEE	ADDRESS	PHONE/FAX/EMAIL
Amarillo, Dallas & Lubbock, TX	Jennifer Wilson	Po Box 2875 Lubbock, TX 79452	(806) 762 -0150 Jennifer.wilson@squeegeesquad.com
NW Williamson County, TX & Georgetown TX (2 Units)	Chris Goodman	615 Fall Creek Drive Leander, TX 78641	512-318-2199 Chris.goodman@squeegeesquad.com
BeeCave Austin, TX	Chris Goodman	615 Fall Creek Drive Leander, TX 78641	512-318-2199 Chris.goodman@squeegeesquad.com
Frisco & The Colony, TX	William Brady Donna Brady Charles Morrow Aida Morrow	5592 Linhurst Ct Fairview, TX 75069	214-250-3748 Bart.brady@squeegeesquad.com 972-743-2842 Donna.brady@squeegeesquad.com 830-637-0718 Charles.morrow@squeegeesquad.com 806-407-2248 Aida.morrow@squeegeesquad.com
Allen/Sherman, TX	Roberto Bruder & Thais Petrilli	2708 Golden Meadow Ct. McKinney, Tx 75069	469-344-1488 Beto.Bruder@squeegeesquad.com Thais.Petrilli@squeegeesquad.com
Central Austin, TX	John Wilson	3801 N Capital of Texas HWY STE E240-3218 Austin, TX 78746	817-480-2130 John.wilson@squeegeesquad.com
<u>VIRGINIA</u>			
Portsmouth & Norfolk Counties	Enock Langat	1305 Kasba Ct. Virginia Beach, VA 23464	(214) 682-1369 Enock.langat@squeegeesquad.com
<u>WASHINGTON</u>			
Shoreline, WA	Joe Jung	1122 144 th Place SW Lynnwood, WA 98087	206-403-6684 Joe.jung@squeegeesquad.com
<u>WISCONSIN</u>			
Milwaukee, WI	Alex Martin	4825 N 125 th Street Butler, WI 53007	262-437-0384 Alex@squeegeesquad.com
Hudson, WI	Mel Zehm	808 Carmichael Rd. #172 Hudson, WI 54016	(715) 255-0770 Mel@squeegeesquad.com
Madison, WI	Michael Greunke	3140 Keswick Drive Madison, WI 53719	920-419-2112 Michael.Greunke@squeegeesquad.com
INTERNATIONAL			
<u>BRAZIL</u>			
Sao Paulo	Sergio De Carlo	Rua Chapeus de Sol, 172 Cotia, Sao Paulo 06706-250 Brazil	5511 8114 2728 sergio@squeegeesquad.com
<u>NIGERIA</u>			
Lagos	Danlami Musa	Suite LC12 3 rd Floor West Pavillion, Tafawa Belewa Square, Lagos	+234 8023839560 squeegeesquadng@gmail.com
<u>PANAMA</u>			
Panama City	Lolita Porras	44th Street Building No. 40, 3rd floor Bella Vista, Panama City, Panama	Lolita@squeegeesquad.com

Below is a list of New Franchisees who signed in 2025 but had not yet opened on 12/31/25.

CITY, STATE	FRANCHISEE	ADDRESS	PHONE/FAX/EMAIL
Concord, CA	Baldeep Bhatti & Hardeep Singh	3892 Mammoth Cave Court Pleasanton, CA 94588	408-210-2649 Baldeep.Bhatti@squeegeesquad.com Hardeep.Singh@squeegeesquad.com
San Diego, CA	Finn McCarter	768 Via Callado Oceanside, CA 92057	760-672-1672 Finn.McCarter@squeegeesquad.com
San Francisco, CA	Charlie Lui & Grace Oh	38059 Stenhammer Drive Fremont, CA 94536	510-224-6872 Charlie.Lui@squeegeesquad.com Grace.Oh@squeegeesquad.com
San Jose & San Mateo, CA	Cord Wolfe	2772 Lexford Ave. San Jose, CA 95124	(408)893-9161 Cord.Wolfe@squeegeesquad.com
Shenandoah Valley, VA	Jeff Wine	106 Birch N. Coppice Drive #5 Myrtle Beach, SC 29575	(843) 949-7490 Jeff.wine@squeegeesquad.com
Seattle, WA	Igor Camejo	5101 Tyler Street Hollywood, FL 33021	954-851-4156 Igor.camejo@squeegeesquad.com
Seattle Eastside, WA	Florence O'Quinn	704 228 th Ave NE #913 Sammamish, WA 98074	702-273-6060 Florence.oquinn@squeegeesquad.com
Cheyenne, WY	Tucker Brown	310 Saddle Drive Cheyenne, WY 82009	307-220-8239 Tucker.brown@squeegeesquad.com

Below is a list of Business Franchisees that have had their agreement terminated, canceled, not renewed, or otherwise voluntarily or involuntarily ceased to do business under a Franchise Agreement for the period from January 1, 2025 to December 31, 2025. No franchisees have failed to communicate with us during the 10-week period preceding the Issuance Date of this Disclosure Document.

CITY, STATE	FRANCHISE E	PHONE/FAX/EMAIL	REASON
St. John's County, FL	Juan Maldonado	504-525-1340 Juan.maldonado@squeegeesquad.com	Mutual Termination
Miami, FL	Eric Bernardin	786-735-7850 Eric.bernardin@squeegeesquad.com	Termination
Gwinnett County, GA	Sujit Koshy	586-945-7843 Sujit.koshy@squeegeesquad.com	Transfer
Logan Square Chicago, IL	Abe Nunez	917-723-5793 Abe.nunez@squeegeesquad.com	Transfer
Columbus, OH	Lance Hepburn	325-716-6303 Lance.hepburn@squeegeesquad.com	Transfer
Beaverton, OR	Derek Mejia & Nichole Shirk	408-540-8392 Derek.mejia@squeegeesquad.com	Not Opened
BeeCave Austin, TX	Jose Echeona	301-237-7149 Jose.echeona@squeegeesquad.com	Transfer

Exhibit H

STATE AGENCIES AND AGENTS FOR SERVICE OF PROCESS

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

STATE	STATE ADMINISTRATOR/AGENT	ADDRESS
California	Commissioner of Financial Protection and Innovation California Department of Financial Protection and Innovation	320 West 4 th Street, Suite 750 Los Angeles, CA 90013-2344 1-866-275-2677
Hawaii (State Administrator)	Commissioner of Securities Dept. of Commerce and Consumer Affairs Business Registration Division Securities Compliance Branch	335 Merchant Street Room 203 Honolulu, HI 96813
Illinois	Illinois Attorney General	500 South Second Street Springfield, IL 62706
Indiana (State Administrator)	Indiana Securities Commissioner Securities Division	302 West Washington Street, Room E111 Indianapolis, IN 46204
Indiana (Agent)	Indiana Secretary of State	302 West Washington Street, Room E018 Indianapolis, IN 46204
Maryland (State Administrator)	Office of the Attorney General Division of Securities	200 St. Paul Place Baltimore, MD 21202-2020
Maryland (Agent)	Maryland Securities Commissioner	200 St. Paul Place Baltimore, MD 21202-2020
Michigan	Michigan Department of Attorney General Consumer Protection Division	G. Mennen Williams Building, 1 st Floor 525 West Ottawa Street Lansing, MI 48933
Minnesota	Commissioner of Commerce Minnesota Department of Commerce	85 7 th Place East, Suite 280 St. Paul, MN 55101-2198
New York (State Administrator)	NYS Department of Law Investor Protection Bureau	28 Liberty Street, 21 st Floor New York, NY 10005 212-416-8236
New York (Agent)	New York Department of State	One Commerce Plaza 99 Washington Avenue, 6th Floor Albany, NY 12231-0001 518-473-2492
North Dakota	Insurance Commissioner North Dakota Insurance & Securities Department	600 East Boulevard Avenue State Capitol, Fifth Floor, Dept. 401 Bismarck, ND 58505-0510
Rhode Island	Director, Department of Business Regulation, Securities Division	1511 Pontiac Avenue John O. Pastore Complex – Building 69-1 Cranston, RI 02920
South Dakota	Department of Labor and Regulation Division of Insurance – Securities Regulation	124 S. Euclid, Suite 104 Pierre, SD 57501
Virginia (State Administrator)	State Corporation Commission Division of Securities and Retail Franchising	1300 East Main Street, 9 th Floor Richmond, VA 23219 804-371-9051
Virginia (Agent)	Clerk of the State Corporation Commission	1300 East Main Street, 1st Floor Richmond, VA 23219-3630
Washington	Department of Financial Institutions Securities Division	150 Israel Road SW Tumwater, WA 98501 360-902-8760
Wisconsin	Commissioner of Securities	Department of Financial Institutions Division of Securities 4822 Madison Yards Way, North Tower Madison, WI 53705

Exhibit I

SUBCONTRACTING AGREEMENT

SQUEEGEE SQUAD®
SUBCONTRACT SERVICES AGREEMENT

This Squeegee Squad® Subcontract Services Agreement (the “**Agreement**”) between _____, a Minnesota Corporation (“**Subcontractor**”) and [INSERT NAME OF FRANCHISEE], a [insert state of organization] [insert type of entity], (“**Franchisee**”) is effective as of [____], 202[] (the “**Effective Date**”).

RECITALS

1. Franchisee operates a Squeegee Squad® business (the “**Business**”) under a franchise agreement with Jack & Joe’s Franchising, LLC. (the “**Franchise Agreement**”). Franchisee and [insert name of customer] (the “**Customer**”) entered into a [name of service contract], dated [insert date], whereby Franchisee agreed to provide the services specified therein (the “**Service Contract**”); and

2. Franchisee desires assistance in completing the services specified within the Service Contract (the “**Contracted Services**”) and Subcontractor is willing to assist in completing a portion of the Contracted Services. Accordingly, Subcontractor and Franchisee desire to enter into this Agreement, pursuant to which Franchisee subcontracts its obligation to perform portions of the Contracted Services to Subcontractor.

AGREEMENT

In consideration of the mutual covenants, terms, and conditions set forth herein, and for other good and valuable consideration, the receipt and sufficiency of which are hereby acknowledged, the parties agree as follows.

1. Subcontracted Services. Franchisee agrees to subcontract to Subcontractor, and Subcontractor agrees to undertake on behalf of Franchisee those certain services, obligations, and responsibilities that Franchisee agreed to perform under the Service Contract (the “**Subcontracted Services**”), as further set forth in **Exhibit A**. Subcontractor acknowledges that (a) Franchisee has furnished a copy of the Service Contract to Subcontractor, and (b) Subcontractor understands its obligations under the Service Contract. This Agreement governs in case of any inconsistency between the provisions of this Agreement and the provisions of the Service Contract.

2. Fees and Expenses. For the Subcontracted Services to be performed hereunder, Franchisee agrees to share revenue derived from the Service Contract (“**Project Revenue**”) on a pro-rata basis (the “**Fee**”). Franchisee shall pay the Fee to Subcontractor within five (5) days after Franchisee receives any monies due from Customer for the services rendered under the Service Contract. Subcontractor and Franchisee agree that all costs, including those associated with employees, materials and other expenses, shall be borne by Subcontractor and Franchisee for the respective work each party completes.

3. Term. This Agreement shall commence as of the Effective Date and shall continue thereafter until the completion of the Subcontracted Services (the “**Term**”).

4. Termination.

A. Except as provided in Section 4(B) below, this Agreement shall continue until the earliest of the following:

- i. Completion of the Subcontracted Services;
- ii. Termination of the Franchise Agreement; or

iii. The date that Subcontractor or Franchisee ceases to operate or sells, assigns, or leases its business to a non-affiliated third-party.

B. Either party may terminate this Agreement, effective upon written notice to the other Party (the “**Defaulting Party**”), if the Defaulting Party:

i. Materially breaches this Agreement, and such breach is incapable of cure, or with respect to a curable breach, the Defaulting Party does not cure such breach within five (5) days;

ii. Becomes insolvent or becomes subject, voluntarily or involuntarily, to any proceeding under any domestic or foreign law bankruptcy or insolvency law;

iii. Is dissolved or liquidated or takes any action for such purpose.

5. Effect of Expiration or Termination. If the Agreement is terminated by Subcontractor pursuant to any of the defaults identified in Section 4(B), Franchisee shall be held liable to and indemnify Subcontractor for all damages sustained by Subcontractor and for any costs incurred by Subcontractor in completing the Subcontracted Services or any additional services set forth in the Service Contract.

6. Confidentiality. In connection with the performance of the Subcontracted Services, the parties may gain access to each other’s confidential or proprietary information, including without limitation, business plans, operations, services, policies, procedures, processes, financial information, and other business information (“**Confidential Information**”). The parties agree at all times during the terms of this Agreement and thereafter to hold in strictest confidence and not to copy or use any Confidential Information except in connection with the performance of the Subcontracted Services and any other obligations under this Agreement. The parties further agree not to disclose any Confidential Information to any person or entity without written authorization of the other party. This Confidentiality section shall survive the termination or expiration of this agreement.

7. Assignment. Franchisee may not sublicense or assign this Agreement without Subcontractor’s prior written consent.

8. Independent Contractor. It is understood and acknowledged that in providing the Subcontracted Services, Subcontractor is not an agent, representative, or employee of Franchisee, but rather an independent contractor. Nothing in this Agreement shall be deemed or construed as creating a joint venture or partnership between the parties.

9. Indemnification. Licensee, for itself, its heirs, successors and assigns, agree to indemnify and hold harmless Subcontractor, its affiliates, successors, assigns, officers, directors, employees, agents, and each of them, against any and all liabilities, damages, actions, claims, costs (including reasonable attorneys’ fees), or expenses of any nature resulting, directly or indirectly, from any claim, suit or proceeding initiated by or for a third party(s), now or in the future, that arises out of or relates to the Service Contract or the Business operated by Franchisee.

10. Rights and Remedies. Each of the rights and remedies hereunder shall be cumulative, in addition to, and not a limitation of, any duties, obligations, rights and/or remedies provide at law, in equity, or otherwise. A party’s failure to exercise any of its rights under this Agreement shall not constitute a waiver of any past, present, or future right or remedy.

11. Severability. If any term or Section of this Agreement is found to be unenforceable, invalid, or illegal, Subcontractor and Franchisee will in good faith attempt, where appropriate, to replace the invalid

or unenforceable term or Section with a term of Section which is valid and enforceable, and which comes as close as possible to expressing the intention of the invalid or unenforceable term or Section. The invalidity or unenforceability of any term or Section shall not affect the validity or enforceability of the remainder of the Agreement.

12. Survival of Rights and Obligations. All rights and obligations that by their nature are intended to continue beyond the expiration or termination of this Agreement shall survive completion of the performance of the Subcontracted Services, expiration, or termination of this Agreement.

13. Sole Agreement; Modification. This Agreement is the sole agreement between the parties relating to the subject matter hereof and supersedes all prior understandings, writings, proposals, representations or communications, oral or written, of either party. This Agreement may be amended only by a writing executed by the party against whom enforcement is sought.

14. Governing Law and Venue. This Agreement will be interpreted in accordance with the substantive laws of the State of Minnesota. Franchisee and Subcontractor agree that any action at law or in equity instituted against either party to this Agreement must be commenced and litigated to conclusion (unless settled) exclusively in state or federal courts located in Hennepin County, Minnesota. The undersigned hereby irrevocably consent to the jurisdiction of this court. .

15. Costs and Attorneys' Fees. Franchisee will indemnify Subcontractor for all costs that Subcontractor incurs in any action or proceeding brought to enforce or construe this Agreement including, without limitation, actual attorneys' fees, expert witness fees, costs of investigation, court costs, litigation expenses, travel and living expenses, and all other costs incurred by Subcontractor

16. Counterparts. This Agreement may be executed simultaneously in multiple counterparts, each of which will be deemed an original, but all of which together will constitute one and the same instrument. A signature delivered electronically shall be as binding and enforceable as an original signature.

17. Entire Agreement. This Agreement, including all exhibits, schedules, attachments, documents incorporated herein by reference and modifications constitutes the entire agreement of the parties.

[SIGNATURE PAGE FOLLOWS]

IN WITNESS WHEREOF, the Parties hereto have caused this Agreement to be executed as of the Effective Date by their respective officers thereunto duly authorized.

[_____]

By_____

Name:

Title:

[SUBCONTRACTOR NAME]

By_____

Name:

Title:

Exhibit A
to the Subcontract Services Agreement

Exhibit J

STATE EFFECTIVE DATES

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	Pending
Hawaii	Pending
Illinois	Pending
Indiana	Pending
Michigan	Pending
Minnesota	Pending
New York	Pending
North Dakota	Pending
South Dakota	Pending
Virginia	Pending
Washington	Pending
Wisconsin	Pending

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 K

RECEIPTS

Receipt

This disclosure document summarizes certain provisions of the franchise agreement and other information in plain language. Read this disclosure document and all agreements carefully.

If Jack & Joe's Franchising, Inc. ("JJFI") offers you a franchise, JJFI must provide this disclosure document to you 14 calendar days before you sign a binding agreement with, or make a payment to, JJFI or our affiliate in connection with the proposed franchise sale. Iowa and New York require that JJFI give you this disclosure document at the earlier of the first personal meeting or 10 business days (or 14 calendar days in Iowa) before the execution of the franchise or other agreement or the payment of any consideration that relates to the franchise relationship. Michigan requires that we give you this disclosure document at least 10 business days before the execution of any binding franchise or other agreement or the payment of any consideration, whichever occurs first.

If JJFI 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 law and state law may have occurred and should be reported to the Federal Trade Commission, Washington, D.C. 20580 and those state administrators listed on Exhibit H.

The franchisor is Jack & Joe's Franchising, Inc. d/b/a Squeegee Squad®, 30 Water St. W., St. Paul, Minnesota 55107, (763-286-3465) or (612-919-7130).

Issuance Date: May 20, 2026

JJFI's franchise sellers involved in offering and selling the franchise to you are Jack Ruegsegger, 8427 172nd Ave NE, Columbus, MN 55025 (612-919-7130), Joe Ruegsegger, 8147 Maple Lane N, Maple Grove, MN 55311 (763-286-3465) and/or Joe Antonello 9873 55th St. N - Lake Elmo, MN 55042 (612-859-3013), and the following:

Name: _____ Address: _____
Phone: _____, or will be provided to you separately (including address and telephone number) before you sign a franchise agreement.

JJFI authorizes the respective state agencies identified on Exhibit H to receive service of process for JJFI in the particular state.

I have received a disclosure document dated May 20, 2026, that included the following Exhibits:

- | | |
|--|--|
| A. Franchise Agreement (including Exhibits) | F. Financial Statements |
| B. Software License Agreement | G. List of Franchised Outlets |
| C. Agreements to be Signed by Franchisee, its Manager and/or Employees | H. State Agencies and Agents for Service |
| D. State Addenda | I. Subcontracting Agreement |
| E. Operations Manual Table of Contents | J. State Effective Dates |
| | K. Receipts |

Date: _____
(Do not leave blank)

Signature of Prospective Franchisee

Print Name

Copy for Franchisee

Receipt

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If Jack & Joe's Franchising, Inc. ("JJFI") offers you a franchise, JJFI must provide this disclosure document to you 14 calendar days before you sign a binding agreement with, or make a payment to, JJFI or our affiliate in connection with the proposed franchise sale. Iowa and New York require that JJFI give you this disclosure document at the earlier of the first personal meeting or 10 business days (or 14 calendar days in Iowa) before the execution of the franchise or other agreement or the payment of any consideration that relates to the franchise relationship. Michigan requires that we give you this disclosure document at least 10 business days before the execution of any binding franchise or other agreement or the payment of any consideration, whichever occurs first.

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| E. Operations Manual Table of Contents | J. State Effective Dates |
| | K. Receipts |

Date: _____
(Do not leave blank)

Signature of Prospective Franchisee

Print Name

Copy for Jack & Joe's Franchising, Inc.

Please sign and date both copies of this receipt, keep one copy (the previous page) for your records, and mail one copy (this page) to the address listed on the front page of this disclosure document or send to Jack & Joe's Franchising, Inc. by email to Jack Ruegsegger at jack@squeegeesquad.com or Joe Ruegsegger at joe@squeegeesquad.com.