

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 litigation only in New Jersey. Out-of-state litigation may force you to accept a less favorable settlement for disputes. It may also cost more to litigate with the franchisor in New Jersey than in your own state.
2. **Spousal Liability.** ~~If you are married, your~~ Your spouse must sign a ~~personal guarantee making him/her jointly and severally~~ document that makes your spouse liable for all financial obligations ~~of~~ under the franchise, ~~whether or not such agreement even though your~~ spouse ~~is involved~~ has no ownership interest in the ~~operation of the franchise business.~~ This ~~requirement places~~ guarantee will place both ~~you~~ your and your spouse's ~~marital~~ martial and personal assets, perhaps including your house, at risk if your franchise fails.
3. **Short Operating History.** The Franchisor is at an early stage of development and has a limited operating history. This franchise is likely to be a riskier investment than a franchise in a system with a longer operating history.
4. **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.
5. **Unregistered Trademark.** The primary trademark that you will use in your business is not federally registered. If the franchisor's right to use this trademark in your area is challenged, you may have to identify your business and its products or services with a name that differs from that used by other franchisees or the franchisor. This change can be expensive and may reduce brand recognition of the products or services you offer.

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.

businesses and national chains. Your competition will include other cleaning, organization and moving businesses.

Laws, Licenses and Permits

You must comply with all federal, state, and local laws, and we urge you to become familiar with these specific laws and regulations governing the operation of a Franchised Business in your state. For example, you must comply with all OSHA and EPA regulations and requirements. You also must operate your Franchised Business in compliance with all data protection and privacy laws and all employment and wage and hour laws. You also should check with your state and local authorities to determine if there are additional requirements. We are not aware of any industry-specific laws that apply to a Franchised Business.

ITEM 2

BUSINESS EXPERIENCE

Kate Pawlowski – Co-Chief Executive Officer

Kate has been our Co-Chief Executive Officer in Montclair, New Jersey since March 2025. Kate also serves as the Co-Chief Executive Officer for DDH IP, LLC since March 2025, and has been the Co-Founder of Done and Done NYC since October 2014.

Ann Lightfoot – Co-Chief Executive Officer

Ann has been our Co-Chief Executive Officer in Montclair, New Jersey since March 2025. Ann also serves as the Co-Chief Executive Officer for DDH IP, LLC since March 2025, and has been the Co-Founder of Done and Done NYC since October 2014.

Josh Cohen – Advisory Board Member

Josh has been a Member of our Advisory Board since December 2025, and is based in in Fairfield, Connecticut. Josh has also served as Executive Director and Franchise Coach for SMB Franchise Advisors in Doylestown, Pennsylvania since February 2026. [Between March 2024 and December 2025, Josh was on a sabbatical after the sale of The Junkluggers business.](#) Previously, Josh was also Founder and CEO of The Junkluggers in Fairfield, Connecticut from June 2004 to March 2024, and Founder and CEO of Remix Market in Stamford, Connecticut from June 2014 to March 2024.

Steven J. Berger – Advisory Board Member

Steve has been a Member of our Advisory Board since December 2025, and is based in Sharon, Connecticut. Steve has been self-employed as a venture capital investor since July 2021. Steve previously served as Co-Founder, Vice Chairman and CFO of Imagine Learning Inc. from January 2010 until July 2021.

ITEM 3

LITIGATION

No litigation is required to be disclosed in this Item.

Type Of Expenditures (Note 1)	Estimated Amount		Method Of Payment	When Due	To Whom Payment Is To Be Made
	Low	High			
Pre-Opening Travel Expenses (Note 11)	\$1,650	\$4,400	As Incurred	As Incurred	Third Party Suppliers
Pre-Opening/Grand Opening Marketing Program (Note 12)	\$15,000	\$15,000	As Incurred	As Incurred	Third Party Suppliers
Professional Fees (accounting, attorney, bookkeeping, etc.)	\$3,000	\$7,000	As Incurred	As Incurred	Third Party Suppliers
Business Licenses and Permits (Note 13)	\$500	\$1,000	As Incurred	As Incurred	Governmental Agencies & Departments
Printing, Stationery and Office Supplies (Note 14)	\$500	\$1,000	As incurred	Before opening	Third Party Supplier or Us
Additional Funds – 3 Months (Note 15)	\$1,500	\$3,000	As Incurred	As Incurred	Third Party Suppliers
TOTAL (Notes 16-17)	\$79,800	\$99,245			

Notes:

- (1) Type of Expenditure. Except where otherwise noted, all fees that you pay to us are non-refundable. We and our affiliates do not offer direct or indirect financing to franchisees for any items. Third party lessors, contractors and suppliers will decide if payments to them are refundable. We assume that you will be operating your business from your home and will not need office space in the initial months of operation.
- (2) Initial Franchise Fee and Initial Training Fee. You pay us the Initial Franchise Fee and Initial Training Fee as more fully described in Item 5.
- (3) Construction, Leasehold Improvements. You are not required to lease a separate office. The low end of the range anticipates that you will operate the Franchised Business from a home office. The high range of the estimate anticipates that you will establish the Business at a separate office location [that is approximately 10 square feet and located in an office building or coworking space](#). If you lease a separate office to operate the Franchised Business, the exact cost or impact on your rental expense will depend on several factors, including the condition of the premises, whether you elect to do more than the minimum required renovations, the landlord's agreement to reimburse you for certain improvements, the size and location of the office for your Franchised Business and other economic factors. If you initially establish a home office for your Franchised Business, or you already have a suitable office, you may incur no or minimal expenses for leasehold improvements to meet our minimum standards. The high end of the range assumes that you will establish a separate office for your Franchised Business and will need to make certain leasehold improvements to the leased premises to comply with our minimum standards. Leasehold improvements include all internal elements of the leased premises. We anticipate that you likely will negotiate the cost of leasehold improvements as part of your rental expense. The exact cost or impact on your rental expense will depend on several factors, including the condition of the premises, whether you elect to do more than the minimum required renovations, the landlord's agreement to reimburse you for certain improvements, the size and location of the premises for your office and other economic factors. You will incur greater

- (2) Ann Lightfoot, our Co-Chief Executive Officer, will oversee initial training. ~~Please refer to Item 2 of this Disclosure Document for Ann's background and~~ Ann has been our Co-Chief Executive Officer since March 2025, was the Co-Founder of Done and Done NYC, and has had experience in offering professional organizing services since October 2014.
- (3) The Manuals will be the basis of our instruction, reinforced with hands-on training including observation and visual instruction. We employ video and virtual instruction to cover many of the topics identified on the chart below.
- (4) ~~(3)~~ We may change any in-person training to virtual training at any time.

If we require, or you would like us to provide the Initial Training Program to any additional individuals, no fee will be charged; however, it may be subject to space limitations. You are solely responsible for all compensation, travel, lodging and living expenses that you and your designees incur while attending the Initial Training Program in-person and any supplemental or refresher training programs.

After you open your Franchised Business, we may require that you (or if you are an entity, the Designated Owner and Operating Manager) and/or such other managers or employees we designate to attend, or when available, participate by Internet in, such supplemental and refresher training programs we designate. We currently reserve the right to charge a fee of up to \$500 per person per day for additional or required ongoing training.

Conferences

We will host periodic meetings of DDH businesses (the "Convention") where you have the opportunity to network with other DDH businesses and learn new skills. You must pay the Convention registration fee for at least two people to attend the Convention. The Convention registration fee is currently \$1,500 per attendee, plus costs and expenses. You must pay the Convention registration fee for two people, even if you fail to attend the Convention, to cover the costs and expenses we incur to provide you with the opportunity to attend the Convention.

Manuals

During the term of the Franchise Agreement, we will allow electronic access to our manuals, bulletins, guidelines, and other system communications (the "Manuals"). There are currently 140 pages in the Manuals. The current table of contents of the Manuals, as of the Effective Date of this Disclosure Document, is attached as Attachment G.

ITEM 12

TERRITORY

You will receive one or more contiguous Protected Territories when you sign the Franchise Agreement. We use a broad range of factors in determining the size of each Protected Territory, including but not limited to, average income, number of households, and other economic data which are relevant to your market, which generally will be ~~of no less than 20,000~~ approximately 50,000 households with \$100,000 of household income (but no less than 20,000 households).

The location of the Franchised Business and the Protected Territory(ies) will be identified in Exhibit A to the Franchise Agreement. You may either lease a space for the Franchised Business or operate the Franchised Business from a home office provided that there is a dedicated office space within

you or your Operating Manager to attend training at your cost and expense; or (iii) terminate the Franchise Agreement.

You may relocate your Franchised Business only with our written consent, which we will not unreasonably withhold. We will require that your office is located within your Protected Territory and if it is operated from a home office that there is dedicated office space within the residence. If we permit you to relocate your Franchised Business, you will need to build out the Franchised Business consistent with our then-current standards for new Franchised Businesses.

You have no right of first refusal or similar rights to acquire additional franchises.

Neither we nor any affiliate operates, franchises, or has any current plans to operate or franchise any business selling the products and services authorized for sale at DDH Franchised Businesses under any other trademark or service mark.

ITEM 13

TRADEMARKS

We grant you the right to operate your Franchised Business under the service mark DDH as well as other trademarks, service marks, trade names, domain names, logos and other commercial symbols we may use and register in the future for the System (collectively, the “Marks”).

The following schedule lists only the principal Marks that you are licensed to use under the Franchise Agreement. We have filed all required affidavits and renewals for the Marks listed below.

Trademarks	Application Date	Serial Number	Principal / Supplemental Register
DDH	March 17, 2025	App. No.: 99088005	Principal
DOCTORS OF DOMESTIC HARMONY	March 17, 2025	App. No.: 99088009	Principal

DDH IP does not yet have a federal registration for the principal Marks. Therefore, the Marks do not have as many legal benefits and rights as a federally registered trademark. If our or our affiliate’s right to use the Marks is challenged, you may have to change to an alternative trademark, which may increase your expenses.

DDH IP owns the Marks and has licensed us the right to use the Marks and to sublicense the use of the Marks to operate Franchised Businesses under a trademark license agreement dated March 2025 (the “License Agreement”). The License Agreement has an initial 10-year term, which will renew automatically unless one of the parties elects not to renew the License Agreement. DDH IP or we may terminate the License Agreement if the other party fails or refuses to perform any duty under the License Agreement. In addition, DDH IP may terminate the License Agreement if our misuse of the Marks materially impairs the goodwill associated with the Marks or if we do not comply with DDH IP’s instructions concerning the quality of the Marks. If the License Agreement is terminated, any then-existing sublicenses (franchises) will continue for the term of the sublicenses provided that the franchisees comply with all other terms of their Franchise Agreements. The License Agreement contains no other material limitations.

We have the right to periodically change the list of Marks. 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

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.

Our affiliate, Done and Done NYC, opened one DDH business in October 2014 that operates in the New York City metropolitan area with approximately 200,000 single family households with over \$100,000 of income, [which is equivalent to approximately 4 franchised Protected Territories](#). The tables below present data we obtained from Done and Done NYC respecting the historic Gross Revenue and other information for the company-owned territory for the twelve-month period ending December 31, 2025. Please carefully read all the information in this Item 19, and all the notes following the charts, in conjunction with your review of the historical data.

**ATTACHMENT D
TO DDH FDD
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
Connecticut	The Banking Commissioner The Department of Banking Securities and Business Investment Division	260 Constitution Plaza 280 Trumbull Street Hartford, CT 06103-1800 (860) 240-8299 860-240-8299
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	Securities Commissioner (Agent) North Dakota Securities Department	600 East Boulevard Avenue State Capitol, 14th Floor, Dept. 414 Bismarck, ND 58505-0510 701-328-4712
Rhode Island	Director, Department of Business Regulation, Securities Division	1511 Pontiac Avenue John O. Pastore Complex – Building 68-2 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

MARYLAND ADDENDUM TO FRANCHISE DISCLOSURE DOCUMENT

To the extent the Maryland Franchise Registration and Disclosure Law, Md. Code Bus. Reg. §§14-201 – 14-233 applies, the terms of this Addendum apply.

Item 5, Additional Disclosure:

Payment of the initial franchise fee is deferred until such time as franchisor completes its initial obligations under the franchise agreement.

Item 17, Additional Disclosures:

Our termination of the Franchise Agreement because of your bankruptcy may not be enforceable under applicable federal law (11 U.S.C.A. 101 et seq.).

You may bring a lawsuit in Maryland for claims arising under the Maryland Franchise Registration and Disclosure Law.

Any claims arising under the Maryland Franchise Registration and Disclosure Law must be brought within 3 years after the grant of the franchise.

The general release required as a condition of renewal, sale and/or assignment/transfer will not apply to any liability under the Maryland Franchise Registration and Disclosure Law.

Franchisee Acknowledgment / Compliance Certification:

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.

SOUTH DAKOTA ADDENDUM TO FRANCHISE DISCLOSURE DOCUMENT

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 the franchisor completes its initial obligations and franchisee is operating its business.

10. I have had no promises, guarantees or assurances made to me and no information provided to me relative to earnings, revenues, profits, expenses or projected revenues for this franchise, except as disclosed in the disclosure document. If I believe that I have received any such promises, guarantees, assurances or information, I agree to describe it below (otherwise write "None").

[Do not sign this questionnaire if you are a resident of Maryland or will operate your business in Maryland.](#)

Applicants' Acknowledgment:

Signature: _____
Name: _____
Date: _____

Signature: _____
Name: _____
Date: _____

State Effective Dates

The following states have franchise laws that require that the Franchise Disclosure Document be registered or filed with the state, or be exempt from registration: California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington, and Wisconsin.

This document is effective and may be used in the following states, where the document is filed, registered or exempt from registration, as of the Effective Date stated below:

State	Effective Date
California	Pending March 5, 2026
Connecticut	Pending March 11, 2026
Florida	Pending
Georgia	Pending
Hawaii	Pending
Illinois	See separate Separate FDD
Indiana	March 2, 2026
Kentucky	Pending
Maryland	Pending March 12, 2026
Michigan	Pending March 2, 2026
Minnesota	Pending
Nebraska	Pending
North Carolina	Pending
North Dakota	Pending
New York	Pending March 10, 2026
Rhode Island	Pending March 4, 2026
South Carolina	Pending
South Dakota	Pending
Utah	Pending
Virginia	Pending March 13, 2026
Washington	Pending
Wisconsin	March 2, 2026

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.