

FRANCHISE DISCLOSURE DOCUMENT



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FRANCHISE DISCLOSURE DOCUMENT

NM FRANCHISE OPERATIONS, LLC

A Delaware Limited Liability Company
8 White Birch
Littleton, Colorado 80127
Telephone: 773-343-3691
<https://neatmethod.com>



This franchise is for the establishment and operation of a Neat Method® business providing luxury home organizing business services, that brings comfort, efficiency and style to one's home ("Neat Method® Franchise(s)").

The total investment necessary to begin operation of a Neat Method® business is \$37,500 to \$44,500. This includes \$30,000 that must be paid to us or our 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 ~~Jill Crylen~~ Hannah Goetz at ~~9476 Sori Lane Highlands Ranch, Colorado 81026~~ and ~~636-299-8903~~, ~~jill415-609-0093~~ or hannah.goetz@neatmethod.com.

The terms of your contract will govern your franchise relationship. Do not 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 "*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 (the "FTC"). 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: April ~~21, 2025~~ 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 F.
How much will I need to invest?	Items 5 and 6 list fees you will be paying to the franchisor or at the franchisor's direction. Item 7 lists the initial investment to open. Item 8 describes the suppliers you must use.
Does the franchisor have the financial ability to provide support to my business?	Item 21 or Exhibit A 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 Neat Method® business in my area?	Item 12 and the "territory" provisions in the franchise agreement describe whether the franchise being offered is being offered as an "exclusive" territory or a "non-exclusive" territory.
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 Neat Method® Franchisee?	Item 20 or Exhibit F lists current and former franchisees. You can contact them to ask about their experiences.
What else should I know?	These questions are only a few things you should look for. Review all 23 Items and all Exhibits in this disclosure document to better understand this franchise opportunity. See the table of contents.

What You Need To Know About Franchising *Generally*

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

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

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

Operating restrictions. The franchise agreement may prohibit you from operating a similar business during the term of the franchise. There are usually other restrictions. Some examples may include controlling your location, your access to clients, 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 have outstanding financial obligations to others.

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 C.

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 litigation only in Delaware. Out-of-state 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 Delaware than in your own state.
2. **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.
3. **Mandatory Minimum Payments.** You must make minimum royalty and other payments, regardless of your sales levels. Your inability to make the payment may result in termination of your franchise and loss of your investment.
4. **Inventory Control.** You must make minimum annual inventory and supply purchases, even if you do not need that much. Your inability to make these purchases or to maintain inventory levels at all times may result in termination of your franchise and loss of your investment.
5. **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.

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 your right to join an association of franchisees.
- (b) A requirement that you assent to a release, assignment, novation, waiver, or estoppel which deprives you of rights and protections provided in this act. This shall not preclude you, after entering into a Franchise Agreement, from settling any and all claims.
- (c) A provision that permits us to terminate a Franchise prior to the expiration of its term except for good cause. Good cause shall include your failure 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 us to refuse to renew your Franchise without fairly compensating you by repurchase or other means for the fair market value at the time of expiration of your inventory, supplies, equipment, fixtures, and furnishings. Personalized materials which have no value to us 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 five (5) years; and (ii) you are prohibited by the Franchise Agreement 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 you do not receive at least six (6) months' advance notice of our intent not to renew the Franchise.
- (e) A provision that permits us 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 the State of Michigan. This shall not preclude you from entering into an agreement, at the time of arbitration, to conduct arbitration at a location outside this state.
- (g) A provision which permits us to refuse to permit a transfer of ownership of a Franchise, except for good cause. This subdivision does not prevent us 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 our then-current reasonable qualifications or standards.
 - (ii) the fact that the proposed transferee is a competitor of us or our subfranchisor.
 - (iii) the unwillingness of the proposed transferee to agree in writing to comply with all lawful obligations.

(iv) your or proposed transferee's failure to pay any sums owing to us or to cure any default in the Franchise Agreement existing at the time of the proposed transfer.

(h) A provision that requires you to resell to us items that are not uniquely identified with us. This subdivision does not prohibit a provision that grants to us 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 us the right to acquire the assets of a Franchise for the market or appraised value of such assets if you have breached the lawful provisions of the Franchise Agreement and have failed to cure the breach in the manner provided in subdivision (c).

(i) A provision which permits us to directly or indirectly convey, assign, or otherwise transfer our obligations to fulfill contractual obligations to you 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 Law Building 525 W. Ottawa Street, Lansing, Michigan 48913, telephone number: (517) 373-7117.

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ITEM 1

THE FRANCHISOR, AND ANY PARENTS, PREDECESSORS AND AFFILIATES

Franchisor

The franchisor is NM Franchise Operations, LLC, referred to in this Franchise Disclosure Document as “NM,” “NEAT,” “we,” “us” or “our.” We refer to the person interested in buying a franchise as “Franchisee,” “you,” or “your”. If you are a corporation, partnership, limited liability company, or other entity, certain provisions of the Franchise Agreement will apply to your owners. These are addressed in this disclosure document where appropriate.

We were organized as a Delaware limited liability company on August 8, 2017. We maintain our principal place of business at 8 White Birch, Littleton, Colorado 80127.

We sell Neat Method® franchises providing professional organizing services and home organizing products to residential clients.

We began offering franchises in October 2017.

From August 29, 2017, to September 2017, we owned and operated a business of the type being offered, which was located in Hinsdale, Illinois. This location was sold to a franchisee in September 2017.

From August 29, 2017, to November 2017, we owned and operated a business of the type being offered, which was located in Ft. Lauderdale, Florida. This location was sold to a franchisee in November 2017.

Our agents for service of process in certain states are listed in Exhibit D.

As of December 31, 2022, Neat Method Strategies Holdings, LLC (“NMSH”), a Delaware limited liability company with its principal business address at 8 White Birch, Littleton, Colorado 80127 (“NMSH”) repurchased the controlling membership interest in NMSH that was previously held by Whitmor Holdings, LLC, a Delaware limited liability company (“WHL”) with its principal business address at 8680 Swinnea Road, #103, Southaven, Mississippi 38671. Following this transaction, NMSH is wholly owned by AMM Holdings, LLC (“AMM”), a Delaware limited liability company with its principal business address at 8 White Birch, Littleton, Colorado 80127. AMM is the successor entity to the original founding entity, Neat Method, Inc. We are wholly owned by NMSH.

The Franchise

We offer qualified applicants who enter into a Franchise Agreement (the “Franchise Agreement”) with us a franchise to operate a luxury home organizing business (the “Franchised Business”). We are not engaged in any other business activities.

Our organizing services provide a fully customized, turn-key service for any space in the home that includes space planning, purchasing and implementing organizing solutions that elevate our clients' lifestyle and bring a sense of peace and calm. Our personally designed and developed home product line completes our organizing system by balancing aesthetic and function.

The Franchise Agreement gives you the right to establish and operate a Franchised Business in accordance with our distinct business system (the “System”), which includes our methods and procedures for establishing and operating a Franchised Business. The Franchised Business is identified by the Neat Method® trade name and service mark and any other trade names, service marks, trademarks, logos,

emblems and other indicia of origin that we may designate in writing for use by Franchised Businesses operating under the System (the “Licensed Marks”).

We assign a tier designation to a territory based on the population and the revenue potential for that territory. Tier 1 locations are in a territory where we determine a franchisee can typically charge our highest rate per organizer, and Tier 4 locations are in a territory where we determine a franchisee will be required to charge our lowest rate per organizer. Tiers 2 and 3 fall in between those two categories.

Market

The professional organizing industry has experienced remarkable growth in recent years, evolving from a niche service into a thriving sector that addresses a widespread need. The demand for organizational solutions has created a stable market that serves primarily upper-class homeowners seeking to bring order to their living spaces. Sales are consistent year-round without any significant fluctuations in demand due to seasonality, which has fueled impressive market expansion.

Industry Regulations

You must review with your legal counsel the state laws and regulations that affect the operation of your Franchised Business and which may regulate the industry in your state. You must operate your Franchised Business in compliance with state laws and regulations. You are responsible for compliance with all state laws and regulations. In addition to laws governing businesses generally such as the Americans with Disabilities Act, Federal Wage and Hours Laws, the Occupation, Health and Safety Act, and the United States Postal Service’s regulations of Commercial Mail Receiving Agencies, there may be other laws applicable to your business. You should consider that certain aspects of the state and local laws, regulations and ordinances vary significantly. We urge you to make further inquiries about these laws.

Competition

~~Your competition will be all companies providing organizational related services. The professional home organizing industry is highly fragmented, consisting primarily of independent, owner-operated organizers who offer services without a standardized system, recognized brand, or proprietary product offering. While the number of individuals offering organizing-related services has grown alongside increased consumer awareness of the category, the vast majority operate as sole proprietors with limited capacity, inconsistent service standards, and no pathway to scale.~~

~~Neat Method® competes in the premium segment of this market, targeting upper-income homeowners who seek a fully customized, luxury organizing experience. This client profile prioritizes trust, professionalism, and results over price – attributes that are difficult for independent operators to consistently deliver without the infrastructure, training, and brand recognition that the Neat Method® System provides.~~

~~As a Neat Method® franchisee, your competitive advantages include:~~

~~- *Brand recognition.* Neat Method® is one of the most recognized names in luxury home organizing, with a national presence, an established social media following, and consistent media coverage. Independent organizers must build their reputation from scratch; you benefit from a brand that clients already know and trust.~~

~~- *Proprietary system and training.* You operate using a proven, documented methodology developed over more than a decade of experience across markets nationwide. Independent organizers rely on self-developed processes that vary widely in quality and consistency.~~

- *Proprietary product line.* Neat Method® offers a personally designed product line that balances aesthetics and function.

- *Operational support.* You have access to a comprehensive Operations Manual, ongoing training, regional support, and a network of fellow franchisees. Independent competitors operate without this infrastructure.

While you will face competition from other professional organizers – both independent and any other organized services – operating in your Protected Territory, the premium positioning of the Neat Method® brand, combined with the System's established client experience, provides a meaningful and sustainable competitive distinction in the marketplace.

ITEM 2

BUSINESS EXPERIENCE

Chief Executive Officer: Ashley Murphy

Ms. Murphy has been our Chief Executive Officer since September 1, 2017. Ms. Murphy was co-founder of our predecessor, Neat Method, Inc., located in San Francisco, California, and from January 2011 to August 2017 she was its Chief Executive Officer.

Chief Operating Officer: Marissa Hagmeyer

Ms. Hagmeyer has been our Chief Operating Officer since September 1, 2017. Ms. Hagmeyer was co-owner of our predecessor, Neat Method, Inc., located in San Francisco, California, and from May 2012 to August 2017 she was its Chief Marketing Officer.

Director: Molly Graves

Ms. Graves has been a director on our Board of Directors since September 1, 2017. Ms. Graves was co-founder of our predecessor, Neat Method, Inc., located in San Francisco, California and from January 2011 to August 2017 she was its Chief Operating Officer.

Director: Julia Purdy

Ms. Purdy has been our Director of Franchise Operations since February 1, 2021. Prior to that time, Ms. Purdy served as Neat Method Regional Director of the South from August 2019 to February 2021, and was a Neat Method franchise owner from November 2014 to July 2019.

ITEM 3

LITIGATION

On April 26, 2018, Neat Method, Inc., now known as AMM Holdings, Inc., entered into Consent Order S-18-2396-18-CO01 with the State of Washington, Department of Financial Institutions, Securities Division (the “Securities Division”). The Securities Division alleges that on or around August 7, 2017, Neat Method, Inc. sold one professional organizing services business to two business partners who resided in Washington (the “Franchisee”) without having a current permit to offer and sell franchises in Washington and without providing the Franchisee with a current disclosure document. Neat Method, Inc., without admitting or denying the State’s findings of fact or conclusions of law, agreed in the Consent Order to (1) cease and desist from any violation of RCW 19.100.080, the unlawful acts section of the Franchise Investment Protection Act of Washington; (2) cease and desist from any violation of RCW 19.100.020, the registration

section of the Franchise Investment Protection Act of Washington; (3) pay the Securities Division \$500 for its costs of investigation of the matter; and (4) waive its right to a hearing and to judicial review of the matter.

Other than the above, no litigation is required to be disclosed in this Item.

ITEM 4

BANKRUPTCY

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

ITEM 5

INITIAL FEES

Initial Franchise Fee

You must pay us an initial franchise fee of \$30,000 in a lump sum when you sign the Franchise Agreement. The initial franchise fee is our standard initial fee and is charged uniformly to all new franchisees.

The initial fee is non-refundable under any circumstance.

ITEM 6

OTHER FEES

Column 1	Column 2	Column 3	Column 4
Type of Fee_(1)	Amount	Due Date	Remarks
Royalty Fee	Determined based on (1) the Tier that NEAT assigns to the Franchisee's Protected Territory based on the population and the revenue potential of that Protected Territory, and (2) Franchisee's Service Revenue over the preceding ~~calendar year period~~ <u>quarter</u> compared to the revenue targets that NEAT has established for Franchisee's Tier. (See Note <u>23</u>)	On or before the 15 th calendar day of each month for the preceding month. ~~(See Note 2)~~	"Service Revenue" means the aggregate amount of total service billed in a given month, including all charges for services performed, by the Franchised Business, but does not include product sales, whether for cash, on credit or otherwise, made and rendered in, about or in connection with the Franchised Business, provided they are in connection with the business conducted under the Franchise Agreement.

<u>Advertising Fund Contribution</u>	<u>1% of monthly Gross Revenue</u>	<u>On or before the 15th calendar day of each month for the preceding month. (See Note 2)</u>	<u>We may increase the Advertising Fund Contribution up to 3% of monthly Gross Revenue upon 30 days' written notice. Not all franchisees are required to contribute to the Advertising Fund on the same basis.</u>
Renewal Fee	\$5,000	Upon renewal of a new 5 year term.	Not applicable.
Transfer Assessment Fee	\$2,500	At the time you submit a request to us to transfer the Franchised Business to a new owner.	Payable to cover our administrative and legal costs to assess and facilitate the transfer.
Transfer Training Fee	\$30,000	At the time the new owner signs a new franchise agreement with us.	If you transfer your franchise to a new owner, the new owner must pay a Transfer Training Fee of \$30,000 when the new owner signs a new franchise agreement with us.
Technology Fee	\$250 for single owner market or \$300 for partnerships/dual owner markets, each subject to increase by not more than 25% each year.	On or before the 15 th calendar day of each month. <u>(See Note 2)</u>	You will pay a monthly Technology Fee in an amount of \$250 per month for a single owner market or \$300 for a partnership/dual owner market, to cover the costs of the technologies necessary to operate your business. At our discretion we may increase the Technology Fee by not more than 25% each year to meet the demands of the business.
Continuing Education and Events Fee	\$40/month, subject to increase by not more than 25% each year.	On or before the 15 th calendar day of each month. <u>(See Note 2)</u>	You will pay the monthly Continuing Education and Events Fee to cover the costs of franchisee conventions, conferences, and virtual and regional meetings, which may occur at any interval we designate. This fee is due even if you do not attend any given conference or meeting.

Liquidated Damages (~~34~~)	Varies	Within 15 days after termination of the Franchise Agreement.	Due only if we terminate the Franchise Agreement before the end of the term because of your default or you terminate the Franchise Agreement without cause. (See Note ~~34~~)
Audit	Delinquency of Royalty Fee, plus any other cost associated with audit.	Within 15 days after receipt of the audit report.	In the event that an audit shows nonpayment or underpayment of 5% or more, then you shall immediately reconcile any nonpayment or underpayment and shall reimburse us for our actual costs associated with the audit.
Late Fee and Interest	The higher of 18% per annum or the maximum permitted by law. You must also pay us \$100 for each month that a payment is paid after the due date which is in addition to the interest above.	When amount owed becomes past due.	Payable on all overdue amounts. Interest accrues from the original due date until paid in full.

Notes:

(1) ~~All~~Not all fees in this Item 6 are ~~not~~ uniformly imposed on all franchisees. Some of the initial licensees of our predecessor were originally offered a different fee structure and, now as franchisees, continue to pay fees based on that fee structure. All fees collected by and payable to us are non-refundable under any circumstance.

~~(2)-(2)~~ We currently require you to pay the Royalty Fee, Advertising Fund Contribution, Technology Fee, and Continuing Education and Events Fee to us via electronic funds transfer (“EFT”) or other similar means. You are required to complete the EFT authorization (in the form attached to this Franchise Disclosure Document as Exhibit I). We can require an alternative payment method for any fees or amounts owed to us or our affiliates under the Franchise Agreement.

(3) The Royalty Fee paid by Franchisee is determined based on (1) the Tier that NEAT assigns to the Franchisee’s Protected Territory based on the population and the revenue potential of that Protected Territory and (2) Franchisee’s Service Revenue over the preceding ~~calendar year period~~quarter compared to the revenue targets that NEAT has established for Franchisee’s Tier. For instance, a Tier 1 location is a territory where NEAT determines a franchisee can typically charge NEAT’s highest rate per organizer, and a Tier 4 location is a territory where NEAT determines a franchisee will be required to charge NEAT’s lowest rate per organizer. If Franchisee’s preceding ~~calendar year period~~quarter revenues are less than the lowest revenue target that NEAT establishes for Franchisee’s Tier, Franchisee’s royalty percentage will equal 20%. If Franchisee’s preceding ~~calendar year period~~quarter revenues exceed the lowest revenue target but are less than the highest revenue target that NEAT establishes for Franchisee’s Tier, Franchisee’s

royalty percentage will equal 17%, 15%, 13%, 10%, or 8% depending on the amount of Service Revenue compared to the revenue targets for that Tier. If Franchisee's preceding ~~calendar year period~~quarter revenues exceed the highest revenue target that NEAT establishes for Franchisee's Tier, Franchisee's royalty percentage will equal 8%. If Franchisee does not generate at least \$50,000 in Service Revenue during any subsequent year beginning with the second year of operation of the Franchised Business and/or if Franchisee does not generate at least \$100,000 in Service Revenue during any subsequent year beginning with the third year of operation of the Franchised Business, NEAT reserves the right to charge Franchisee a "Royalty Surcharge" equal to the difference in the amount of the Royalty Fee that Franchisee would have paid based on \$50,000 and/or \$100,000 in Service Revenue, as applicable, at the existing royalty percentage and the amount of Royalty Fees actually paid by Franchisee. For example, if Franchisee has achieved a 15% royalty percentage based on Service Revenue in a prior ~~year~~quarter and Franchisee only generates \$40,000 in Service Revenue in a particular year, then NEAT may impose a Royalty Surcharge equal to \$1,500 (15% royalty percentage multiplied by \$10,000).

Beginning on the thirteenth (13th) month after Franchisee opens for business, Franchisee is required to pay a minimum Royalty Fee of at least \$500 per month.

We will assess your Service Revenue target on ~~an annual~~a quarterly, calendar basis. If Franchisee meets or exceeds their previous ~~year's~~quarter's Service Revenue target, Franchisee may be eligible to move up a Tier and, accordingly, pay a lower percentage Royalty Fee for the next ~~calendar year~~quarter. If Franchisee fails to meet or exceed their previous ~~year's~~quarter's Service Revenue target, Franchisee may be moved to a lower Tier and, accordingly, pay a higher percentage Royalty Fee for the next ~~calendar year~~quarter.

~~Below is a chart illustrating Service Revenue targets that, when achieved, will lower the royalty percentage as described above:~~

Tier 1 Location

~~Service Revenue Target 1: \$130,000 (17%)
Service Revenue Target 2: \$180,000 (15%)
Service Revenue Target 3: \$230,000 (13%)
Service Revenue Target 4: \$280,000 (10%)
Service Revenue Target 5: \$350,000 (8%)~~

Tier 2 Location

~~Service Revenue Target 1: \$120,000 (17%)
Service Revenue Target 2: \$165,000 (15%)
Service Revenue Target 3: \$210,000 (13%)
Service Revenue Target 4: \$255,000 (10%)
Service Revenue Target 5: \$315,000 (8%)~~

Tier 3 Location

~~Service Revenue Target 1: \$105,000 (17%)
Service Revenue Target 2: \$145,000 (15%)
Service Revenue Target 3: \$185,000 (13%)
Service Revenue Target 4: \$225,000 (10%)
Service Revenue Target 5: \$275,000 (8%)~~

Tier 4 Location

~~Service Revenue Target 1: \$90,000 (17%)~~

Service Revenue Target 2: \$125,000 (15%)
Service Revenue Target 3: \$160,000 (13%)
Service Revenue Target 4: 195,000 (10%)
Service Revenue Target 5: \$235,000 (8%)

(3) Understanding Your Royalty Fee: A Performance-Based Structure

Our royalty structure is designed to reward franchisee growth. Unlike fixed-rate royalty models common in franchising, our tiered system means that as your business scales and hits higher revenue benchmarks, your royalty rate decreases – our highest-performing franchisees pay as little as 8% of Service Revenue, a highly competitive rate in the service franchise industry.

The royalty rate you pay at any given time is determined by two factors: (1) the Tier assigned to your Protected Territory based on its population and revenue potential, and (2) your actual Service Revenue performance relative to the revenue targets established for your Tier. Franchisees who consistently meet or exceed their targets are rewarded with lower royalty rates the following quarter. The structure is intentionally designed so that the franchisor and franchisee are aligned – when you earn more, you keep more.

Your First Year: No Minimum Royalty

We also recognize that building a business takes time. That is why no minimum monthly royalty obligation applies during your first twelve months of operation. Beginning in month thirteen, a minimum royalty of \$500 per month applies – a modest floor that reflects our confidence in what a Neat Method® franchisee can achieve within their first year. The tables below outline the revenue targets and corresponding royalty rates for each Tier:

<u>Tier 1 Location</u>	
<u>Quarterly Revenue Goal</u>	<u>Royalty Rate</u>
<u>0 - \$32,499</u>	<u>20%</u>
<u>\$32,500</u>	<u>17%</u>
<u>\$45,000</u>	<u>15%</u>
<u>\$57,500</u>	<u>13%</u>
<u>\$70,000</u>	<u>10%</u>
<u>\$87,500</u>	<u>8%</u>

<u>Tier 2 Location</u>	
<u>Quarterly Revenue Goal</u>	<u>Royalty Rate</u>
<u>0 - \$29,999</u>	<u>20%</u>

<u>\$30,000</u>	<u>17%</u>
<u>\$41,250</u>	<u>15%</u>
<u>\$52,500</u>	<u>13%</u>
<u>\$63,750</u>	<u>10%</u>
<u>\$78,750</u>	<u>8%</u>

<u>Tier 3 Location</u>	
<u>Quarterly Revenue Goal</u>	<u>Royalty Rate</u>
<u>0 - \$26,249</u>	<u>20%</u>
<u>\$26,250</u>	<u>17%</u>
<u>\$36,250</u>	<u>15%</u>
<u>\$46,250</u>	<u>13%</u>
<u>\$56,250</u>	<u>10%</u>
<u>\$68,750</u>	<u>8%</u>

<u>Tier 4 Location</u>	
<u>Quarterly Revenue Goal</u>	<u>Royalty Rate</u>
<u>0 - \$22,499</u>	<u>20%</u>
<u>\$22,500</u>	<u>17%</u>
<u>\$31,250</u>	<u>15%</u>
<u>\$40,000</u>	<u>13%</u>
<u>\$48,750</u>	<u>10%</u>
<u>\$58,750</u>	<u>8%</u>

(4) Liquidated Damages are calculated by multiplying the combined monthly average of Royalty Fees and Advertising Fund ~~contributions~~Contributions (without regard to any fee waivers or other reductions) that were due by you to us under the Franchise Agreement, beginning with the date you open the Franchised

Business through the date of early termination, multiplied by the lesser of: (i) 36, or (ii) the number of months remaining in the term of the Franchise Agreement. This fee is not uniform to all franchisees. Franchisees who have converted from a License Agreement to a Franchise Agreement are not subject to the requirement of paying this fee.

ITEM 7

ESTIMATED INITIAL INVESTMENT

YOUR ESTIMATED INITIAL INVESTMENT

Column 1 Type of expenditure	Column 2 Amount	Column 3 Method of payment	Column 4 When due	Column 5 To whom payment is to be made
Initial Franchise Fee ¹	\$30,000	Lump sum	At signing of Franchise Agreement	Us
Computer	\$0 to \$2,500	As incurred	As incurred	Various third parties
Costs Associated with Hiring and Employing at least One Personnel	\$1,000 to \$2,000	As incurred	As incurred	Various third parties
Travel and Accommodations While Training ²	\$1,000 to \$2,000	As incurred	As incurred	Various third parties
Promotional Materials	\$250 to \$500	As incurred	As incurred	Various third parties
Business Licenses and Permits	\$250 to \$500	As incurred	As incurred	State and Local Agencies
Professional Fees ³	\$2,500	As incurred	As incurred	Third Parties
Insurance ⁴	\$1,000 to \$1,500	As incurred	As incurred	Third Parties
Real Estate ⁵	\$0	Not applicable	Not applicable	Not applicable
Additional Funds ⁶ (3 months)	\$1,500 to \$3,000	As Incurred	As Incurred	Personnel, Suppliers, Lawyers, Insurance Agents, Technology Fee
Total	\$37,500 to \$44,500			

Notes:

1. All payments which you make directly to us are nonrefundable under any circumstance. This may or may not be true for payments made to third parties.
2. You must attend and successfully complete, to our satisfaction, a three day initial training program. Although we bear all of our own costs associated with the initial training program, you must pay

all costs of travel, lodging, and food as incurred by you and your personnel in attending the initial training program.

3. We recommend that you have a minimum amount of money available to cover any legal or accounting fees that you may incur in establishing the Franchised Business. Your actual costs may vary based on the complexity of services needed.
4. To satisfy our current insurance requirements, you must obtain certain insurance policies and minimum coverage amounts described in Item 8. You may have to purchase additional coverage, either in dollar limits or types, if required by your state's laws.
5. You are not required to lease, purchase, or obtain real estate to operate the Franchised Business. Our typical franchisee operates the Franchised Business from their home and does not have a separate physical location for the Franchised Business. With a home-based Neat Method franchise, there are no real estate or site approval requirements.
6. This estimates your initial expenses during the three (3) month start-up phase of your Franchised Business. We have relied on the experience of our predecessor, franchisees and/or management team in operating locations similar to the one you will operate. These estimates are subject to increase based on market conditions and cost of providing services.

We do not currently offer financing for any portion of your initial investment.

ITEM 8

RESTRICTIONS ON SOURCES OF PRODUCTS AND SERVICES

Standards and Specifications

You must operate the Franchised Business according to the standards and specifications we provide in the Operations Manual or otherwise in writing, which may include designated and approved suppliers. We develop the specifications and standards in our sole discretion.

Approved Suppliers

You must purchase from us a minimum amount of our NEAT Method product every calendar year (the "Minimum Annual Purchase Requirement") equal to the lesser of (a) 10% to 20% your total Service Revenue from the operation of the Franchised Business for that calendar year or (b) 30% to 40% of your total expenditures on product purchases of any kind for that calendar year for the Franchised Business (the "Minimum Purchase Requirement"). We reserve the right to increase Franchisee's Minimum Purchase Requirement by not more than 25% per year, upon 30 days' written notice to you. "Service Revenue" means the aggregate amount of total service billed in a given month, including all charges for services performed, by the Franchised Business, but does not include product sales. If you do not meet this Minimum Annual Purchase Requirement, we reserve the right to charge you for the difference between the required amount and the actual amount you purchase from us. We reserve the right to allow you to use other suppliers for comparable NEAT Method products if we are unable to supply you the minimum amount of our NEAT Method product; provided you comply with the supplier approval process described herein.

Except as set forth in the paragraph above, we have not designated any supplier or otherwise imposed any restrictions on the suppliers from whom you purchase products or services. We reserve the right to do so in the future, including designating ourselves, our parents and our other affiliates as the designated supplier of products they may develop relating to establishing or operating your Franchised Business.

We currently do not receive revenue based on the purchase of products or services by our franchisees from any supplier. We reserve the right to begin to receive revenue from our franchisees based on the Minimum Annual Purchase Requirement described above.

During the fiscal year ended December 31, ~~2025~~2024, we received \$2,~~424,902.42~~441,968.87 in revenue based on required purchases and/or leases from franchisees from any supplier, which is ~~29.331.9~~% of our total revenue of \$~~8,274,410.7~~651,962.29.

We do not have purchasing and distribution cooperatives as of the Issuance Date of this Franchise Disclosure Document. We currently do not, but may in the future, enter into purchase arrangements with suppliers which provide discounts and/or rebates on purchases by our company-owned Neat Method® businesses and by franchisee-owned Neat Method® franchises. You may be offered the opportunity to participate in these programs on the same basis as our company-owned Neat Method® businesses. We currently do not provide material benefits, such as renewal or granting additional franchises, to franchisees based on their purchase of particular products or services or use of designated or approved suppliers.

None of our officers owns an interest in any supplier.

We reserve the right, in our sole discretion, to restrict your sources of products and other items and services in order to assure quality and a reliable supply of products that meet our standards. If we, at our option, limit the sources of certain products, services and items to specified exclusive or approved sources, then you must acquire these products, services and items only from these limited sources at the prices they decide to charge. We will list all designated and approved suppliers in our Operations Manual or in other written communications. We may periodically revise this list as we determine. We will maintain approved supplier criteria; however, this criteria will not be issued to you.

If we designate suppliers in the future or we impose other restrictions on the suppliers for which you purchase products and services, and you propose to purchase items from any supplier which has not been specifically approved by us in writing, or you propose to add or change suppliers, you must first notify us in writing and submit to us sufficient specifications, photographs, drawings and/or other information or samples for us to determine whether the type of item complies with our specifications and standards, and/or the supplier meets our approved supplier criteria, which determination will be made and communicated in writing to you within a reasonable time (typically 30 - 60 days) after receipt of the information from you or from the proposed supplier. You must reimburse us for our costs in reviewing and testing products and suppliers suggested by you upon billing by us.

Our approval of a supplier might depend on product quality, delivery frequency and reliability, service standards, financial capability, customer relations, concentration of purchases with limited suppliers and/or a supplier's willingness to pay us or our affiliates for the right to do business with our System. Our approval of a supplier might be temporary until we evaluate the supplier in more detail. We may inspect a proposed supplier's facilities during and after the approval process to make sure that the supplier meets our standards. If it does not, we may revoke our approval by notifying the supplier and you in writing. We have no obligation to approve any request for a new supplier, product or service.

We estimate that the percentage of the required purchase or lease of products and services in relation to all purchases in establishing the Franchised Business is 0%. We estimate that the required purchase or lease of required products and services will range from 10% to 20% of your total operating costs.

You will receive a commission equal to 20% of your NEAT Method purchases. The amount of these commissions are subject to change and ~~will~~may be deducted from the amount of your required payment for Royalty Fees each month— or paid to you monthly.

Computer & Technology Fee

In order to successfully operate your business, you must have a computer with adequate internet access. You are required to use our designated Customer Relationship Management (“CRM”) software for all client agreement invoicing, which must include all client data and information and must be updated by the last day of each month. There are no other required computer hardware and software requirements, but we reserve the right to implement such requirements, in our sole discretion, as part of an overall franchise management system that will manage certain aspects of your business. Through your use of our designated CRM software, we may have independent access to your sales data.

You will pay a monthly technology fee (the “Technology Fee”), in an amount equal to \$250 per month for a single owner market or \$300 for a partnerships/dual owner market, to cover the costs of the technologies necessary to operate your business. At our discretion, we may increase the Technology Fee by not more than 25% each year to meet the demands of the business.

You are not required to purchase or use electronic cash registers.

Advertising Materials

All advertising, promotional, marketing and public relations materials, signs, decorations, paper goods (including all forms of stationery in the Franchised Business) and other items we designate must be utilized in the manner we prescribe. You may not use any advertising, promotional, marketing or public relations materials that we have not approved.

Insurance

You must obtain and maintain insurance coverage in the types and amounts specified below (or otherwise provided to you in writing), naming us as an additional insured:

Commercial general liability insurance, including bodily injury and property damage, with coverage of not less than \$1,000,000;

We may increase the minimum coverage of insurance and/or require different or additional kinds of insurance to reflect inflation, changes in standards of liability, or other relevant changes and circumstances.

Purchasing Arrangements

From time to time, we may have company-wide partnerships with other companies that could provide preferred pricing on products or services for our franchisees. While these are not required purchasing arrangements, they are offered as benefits to you in the operation of your Franchised Business.

ITEM 9

FRANCHISEE’S OBLIGATIONS

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

Obligation	Section in Agreement	Disclosure document item
a. Site Selection and acquisition/lease	Not Applicable	Item 12

Obligation	Section in Agreement	Disclosure document item
b. Pre-opening purchases/leases	Article III	Items 7 and 8
c. Site development and other pre-opening requirements	Not Applicable	Not Applicable
d. Initial and ongoing training	Not applicable	Items 5, 6 and 11
e. Opening	Not applicable	Item 11
f. Fees	Article VII	Items 5 and 6 Items 5, 6 and 7
g. Compliance with standards and policies/ operating manual	Article IV	Items 8 & 11
h. Trademarks and proprietary information	Article VI	Items 13 and 14
i. Restriction on products/services offered	Article I	Items 8, 11 and 16
j. Warranty and customer service requirements	Not applicable	Item 11
k. Territorial development	Article I	Item 12
l. Ongoing product/service purchases	Article III	Item 8
m. Maintenance, appearance, and remodeling requirements	Not Applicable	Not Applicable
n. Insurance	Article X	Items 7 and 8
o. Advertising	Article V	Items 6, 7 and 11
p. Indemnification	Article II	Item 6
q. Owner's participation/management/staffing	Not applicable	Items 11 and 15
r. Records/reports	Article VII	Item 11
s. Inspections/audits	Article VII	Items 6 and 11
t. Transfer	Article VIII	Items 6 and 17
u. Renewal or extension	Article I	Item 17
v. Post-termination obligations	Article IX	Item 17

Obligation	Section in Agreement	Disclosure document item
w. Non-competition covenants	Article VI	Items 15 & 17
x. Dispute resolution	Article XI	Item 17
y. Other:	Not Applicable	Not Applicable

ITEM 10

FINANCING

We do not offer direct or indirect financing. We do not guarantee your note, lease or obligation.

ITEM 11

FRANCHISOR'S ASSISTANCE, ADVERTISING, COMPUTER SYSTEMS AND TRAINING

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

Before you open your business, we will:

1. Grant you the right to operate a Franchised Business and grant you a license to use our Licensed Marks in a specific geographic Protected Territory (Franchise Agreement - Article I).
2. Loan you our confidential Operations Manual and training materials.
3. Provide you with our initial training program.
4. Provide you with a list of approved products and supplies and approved suppliers.

Our typical franchisee operates the Franchised Business from their home and does not have a separate physical location for the Franchised Business. With a home-based Neat Method franchise, there are no site approval requirements.

We currently do not, but we reserve the right to establish, maximum, minimum or other requirements with respect to the pricing, charges, and terms you sell your products and services to your clients, in accordance with state law.

Time for Opening

The typical length of time between the signing of the Franchise Agreement and the opening of the Franchised Business is generally ~~1560 to 90~~ days. You may begin to service clients during the training period. One factor that could affect the opening of the Franchised Business is non-payment of the initial franchise fees. Failure to open your Franchised Business within ~~1590~~ days from the date of the Franchise Agreement may result in the termination of the Franchise Agreement.

After you open your Franchised Business, we will:

1. Provide you with certain ongoing assistance and supervision (Franchise Agreement, Article IV, paragraph 2);
2. Provide specifications for supplies to operate the Franchised Business (Franchise Agreement, Article III);
3. Provide you with marketing and sales assistance (Franchise Agreement, Article IV);
4. Provide you with administrative, marketing, sales and general operating procedures for the operation of your Franchised Business Franchise Agreement, Article IV);
5. Review your proposed advertising and marketing materials which you have developed (Franchise Agreement, Article IV);
6. Provide you with such additional training and support as we may determine in our sole discretion (Franchise Agreement, Not Applicable);
7. Establish, amend or revise policies, procedures, standards and specifications pertaining to the operation of your Franchised Business (Franchise Agreement, Article III, Paragraph 8); and
8. Provide you, during the term of the Franchise Agreement, access to our electronic Operations Manual (Franchise Agreement, Article III, Paragraph 2).

Advertising

We will supply ~~to you~~ with advertising and sales materials, including various templates, that you can customize and use when advertising your business. Such Marketing Materials may be in the form of computer files (i.e. PDF, JPG) which you shall have the right to use and duplicate solely in connection with the Franchised Business.

You may utilize your own advertising materials subject to submission to us and approval by us in writing of the content (Franchise Agreement, Article V, Section 2), in addition to any company-wide advertising we chose to undertake on our own.

Advertising Fund

~~At this time, there is no advertising fund that requires contributions to be made by you. We reserve the right to establish~~ We have established an advertising fund for marketing, developing, and promoting the System, the Licensed Marks, and Franchised Businesses (“Advertising Fund”). ~~Upon our implementation of the Advertising Fund, you will be~~ You are required to contribute ~~up to 21%~~ of your Franchised ~~Businesses’~~ Business’s monthly ~~Grossgross Service~~ Revenue ~~to the Advertising Fund~~ during the term of the Franchise Agreement (“Advertising Fund Contribution”). We may increase the Advertising Fund Contribution up to 3% upon 30 days’ written notice. Not all franchisees are required to contribute to the

Advertising Fund on the same basis. Franchisor-owned and affiliate-owned outlets may, but are not required to, contribute to the Advertising Fund on the same basis as Franchisee.

~~Once established, we~~**We** are not required to have the Advertising Fund audited, but we may do so and use the Advertising Fund Contributions to pay for such an audit. We will prepare an unaudited, annual statement of Advertising Fund collections and costs and, upon your reasonable written request, provide it to you within 180 days after our fiscal year end. We do not intend to use Advertising Fund Contributions for advertising that principally is a solicitation for the sale of franchises, except that we may use/display the phrase “Franchises Available” on all advertising/marketing or other activities covered by the Advertising Fund. We are not required to conduct local, regional, or national advertising on your behalf or expend any amount on advertising in your Protected Territory.

Local Advertising

In addition to the Advertising Fund, you must participate in grassroots advertising in the Protected Territory, such as hosting and engaging in community events and partner meetings. We do not currently set a minimum local advertising spend requirement but reserve the right to do so in the future upon 30 days’ notice to you.

Any and all advertising and marketing materials (whether developed in connection with an Advertising Cooperative or otherwise) not prepared or previously approved by us must be submitted to us at least 14 days prior to any publication or run date for approval, which we may withhold for any or no reason. We will provide you with written notification of approval or disapproval within a reasonable time. If we do not notify you of approval or disapproval within 10 days of our receipt of the materials, the materials will be deemed disapproved. You must discontinue the use of any approved advertising within five days of your receipt of our request to do so. You may not conduct advertising or promotion on or through the Internet without our express prior written approval. All of your advertising and promotion must be factually accurate and shall not detrimentally affect the Licensed Marks or the System, as we determine. We are not required to conduct local advertising for you, nor are we required to spend any specific amount of money on advertising in your Protected Territory.

Local and Regional Advertising Cooperatives

At this time, you are not required to participate in any local or regional advertising cooperatives.

Advertising Council

At this time, there is no advertising council comprised of franchisees. We reserve the right to implement an advertising council in the future.

Computer & Technology Fee

In order to successfully operate your business, you must have a computer with adequate internet access. The estimate to lease or purchase your computer is \$0 to \$2,500. The cost will depend on whether or not you have your own computer at the time you sign the Franchise Agreement or on your personal preference of the type of computer you will lease or purchase. You are required to use our designated CRM software for all client agreement invoicing, which must include all client data and information and must be updated by the last day of each month. There are no other required computer hardware and software requirements, but we reserve the right to implement such requirements, in our sole discretion, as part of an overall franchise management system that will manage certain aspects of your business. Through your use of our designated CRM software, we may have independent access to your sales and customer data. There are no contractual limits imposed upon our access to your sales and customer data that is entered into our designated CRM software.

You will pay a monthly Technology Fee in an amount equal to \$250 per month for a single owner market or \$300 for a partnerships/dual owner market, to cover the costs of the technologies necessary to operate your business. At our discretion, we may increase the Technology Fee by not more than 25% each year to meet the demands of the business.

You are not required to purchase or use electronic cash registers.

Operations Manual

During the term of your Franchise, you will have access to the Operations Manual which will be online and will provide you with requirements and best business practices for running your business. The Operations Manual will contain mandatory and suggested specifications, standards and operating procedures we prescribe for the operation of your Franchised Business and information relative to your obligations, and may consist of one or more online documents, all of which are referred to as the Operations Manual. We have the right to continuously modify the Operations Manual as it makes sense to do so.

Additionally, we have an internal proprietary intranet that will be a resource for you in the operation of your Franchised Business.

Exhibit E to this Franchise Disclosure Document is the Table of Contents of the Operations Manual. The Operations Manual contains a total of 375-425 pages.

Training

Training will occur after you sign the Franchise Agreement and while you are developing the Franchised Business. We schedule training to accommodate you and other franchisees.

We provide a six week training program that includes a combination of in-person, virtual training sessions, and one-on-one calls. These are on a wide variety of topics that assist our new Franchisees in being ready to officially launch their business.

The training materials will consist of our internal website which includes all brand tools and resources and our complete Operations Manual.

We conduct training courses once every quarter.

The initial training program is outlined as follows:

TRAINING PROGRAM

Subject	Hours of Classroom Training	Hours of On-The-Job Training	Location
Learning the NEAT Method	14	0	Virtual and Nashville, Tennessee
Marketing and Business Management	8	0	Virtual
Hands on learning at client's home.	0	16	Nashville, Tennessee
Product Knowledge Training	6	0	Virtual and Nashville, Tennessee
Total Hours	28	16	

The following instructors oversee our training program. They may include our founders and/or owners and our director of Franchise Operations. Together, the instructors have a combined total of over thirty years of experience in the professional organizing industry and over thirty years of experience with us.

The instructors are:

Name	Title	Years of Experience with Us	Years of Experience in Professional Organization Industry
Hannah Goetz	Director of Franchise Development	~~6~~ 7	~~6~~ 7
Katie Koentje	Regional Director- ~~West~~	~~11~~ 12	~~11~~ 12
Liz Girsch	Regional Director- ~~Central~~	~~9~~ 10	~~9~~ 10
~~Cait Sirianni~~	~~Regional Director East~~	~~6~~	~~6~~

You, your manager or your Representative must attend and complete the training program to our satisfaction within a reasonable time after signing your Franchise Agreement. However, we do not have a set deadline for completion of training and in some instances training may be completed after opening.

We do not charge you a fee for the training program. However, you will be responsible for you and your personnel's travel and accommodations while attending the training program.

After the opening of the Franchised Business, we may provide additional training as we may prescribe in our sole discretion and as we determine as to frequency and time to you and your personnel. We do not

charge you a fee for the supplemental training program. However, you will be responsible for you and your personnel's travel and accommodations while attending the supplemental training program.

ITEM 12

TERRITORY

Except for the rights reserved by us as described below, and except for the cities described in the following paragraph, the Franchise Agreement grants you certain rights within a designated geographic area (the "Protected Territory") set forth on Schedule C of your Franchise Agreement. We determine the size and boundaries of the Protected Territory at our discretion based upon factors such as population density, character of the neighborhood, location and number of competing businesses and other similar factors. Your Protected Territory may be defined by one or more five-digit zip codes, county or city boundaries or fixed geographic boundaries such as rivers, streets or highways, or as may be identified on a map. When determining the Protected Territory, we generally use demographic statistics provided by the U.S. Census Bureau among other tools and resources at our disposal. We do not grant a minimum Protected Territory.

Our franchisees in the following major metropolitan cities will not have a Protected Territory: Chicago and New York City.

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

We reserve the right to: (i) market and sell products and services into your Protected Territory through alternate channels of distribution, including without limitation the internet and other online platforms; and (ii) provide services to certain clients who either (1) request services be provided directly by us or our representative, or (2) generate unique goodwill for the System and the Licensed Marks such as celebrities or other influential clients. There are no restrictions on us from soliciting or accepting orders inside your Protected Territory. You are not entitled to any compensation if we solicit or accept orders inside your Protected Territory.

From time-to-time we receive inquiries for organizing services (typically through our website) from prospects in your Protected Territory. If you are in full compliance with the terms of your Franchise Agreement, except for the rights reserved by us in the preceding paragraph, we will forward to you all inquiries that we receive from a prospect located within your Protected Territory.

We assign a tier designation (the "Tier Designation") to each Protected Territory based upon our expectations of the market in terms of hourly rates charged to clients for the services provided to the clients in that Protected Territory which we generally determine based upon the median income of the residents of in each Protected Territory and the total population of each Protected Territory. Tier 1 Designations are for a Protected Territory where we determine a franchisee can typically charge our highest rate per organizer, and Tier 4 Designations are for a Protected Territory where we determine a franchisee will be required to charge our lowest rate per organizer. We may reassess the Tier Designation in any Protected Territory if changes occur in median income, population or other factors in that market that change our expectation of the hourly rate that can be charged in that Protected Territory.

In order to continue to have the rights granted to you in your Protected Territory, you must generate a minimum of \$50,000 in Service Revenue from providing the Approved Services beginning the second year of operation of your Franchised Business and \$100,000 annually in Service Revenue from providing the Approved Services beginning the third year of operation of your Franchised Business.

We may allow you to solicit or accept orders in a geographic area outside your Protected Territory if there is not then an existing Neat Method® business operating in that geographic area. If approval is granted to

you to solicit or accept orders outside your Protected Territory, you must agree that once a Neat Method® business is established in any such geographic area that you will immediately cease and desist from soliciting or accepting orders in that area or work out an arrangement with the new Neat Method business, at their sole discretion. **You do not have the right to use other channels of distribution, such as the Internet, catalog sales, telemarketing, or other direct marketing, to make sales outside your Protected Territory.**

Your Franchised Business is operated out of your home. Your franchise agreement may not permit you to relocate your Franchised Business. Even if it does, you may have to sign a new agreement with different terms and conditions in order to continue to operate your Franchised Business.

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

ITEM 13

TRADEMARKS

We grant you the right to operate your Franchised Business under the service mark NEAT Method®. In our discretion, you may also use our other current or future trademarks to operate your Franchised Business. By trademark we mean trade names, trademarks, service marks and logos used to identify your business.

As outlined in the table below, our principal tradename, Neat Method, was registered on the Principal Register of the United States Patent and Trademark Office (“USPTO”) on August 14, 2012, registration number 4191734.

Trademark Name	Application Number	Filing Date	Registration Number	Registration Date	Register
NEAT METHOD	85/332,982	27-May-2011	4,191,734	14-Aug-2012	Principal
NEAT METHOD	87/317,127	29-Jan-2017	6,190,083	03-Nov-2020	Principal
NEAT METHOD	87/625,199	27-Sep-2017	6,190,178	03-Nov-2020	Principal
NEAT	85/611,221	28-Apr-2012	4,263,889	25-Dec-2012	Principal
NEAT METHOD	88/297,753	12-Feb-2019	6,907,342	22-Nov-2022	Principal

We also license to you the right to use our trademark NEAT IT NOW, which was previously registered on the Principal Register, Registration Number 5,484,642; however, we do not currently have a federal registration for this trademark. The mark currently has protection under common law. Unregistered common law trademarks generally do not have the same legal benefits and rights as federally registered trademarks. If our right to use this trademark is challenged, you may have to change to an alternative mark, which may increase your expenses.

All affidavits required to preserve and renew the registrations for the foregoing Licensed Marks have been and will be timely filed at the times required by law.

We may establish new Licensed Marks in the future, and you must use and display these marks in accordance with our standards and specifications and bear all costs associated with changes to Licensed Marks. You must follow our rules when you use these marks. You cannot use a name or mark as part of a corporate name or with modifying words, designs or symbols except for those which we license to you. You may not use Neat Method’s name in the sale of any unauthorized product or service or in any manner

we do not authorize in writing. You may not use any other mark, name, commercial symbol or logo-type in connection with the operation of your Franchised Business.

There is presently no effective determination of the U.S. Patent and Trademark Office, Trademark Trial and Appeal Board, the trademark administrator of any state, or any court, of any pending infringement, opposition or cancellation proceeding or any pending material litigation involving trademarks, service marks, trade names, logo-types or other commercial symbols which is relevant to the use in any state.

There are no agreements currently in effect that significantly limit the right of the franchisor to use or license the use of the principal trademarks that are material to the franchise.

You shall not contest, directly or indirectly, our ownership of the Licensed Marks, trade secrets, methods and procedures which are a part of our System. You shall not register, seek to register, or contest our sole right to register, use, and license others to use the marks, names, information, and symbols.

There are no infringing uses known to us which could materially affect your use of the Licensed Marks in this state or in any state where the business is to be located.

Your right to use the Licensed Marks is derived solely from the Franchise Agreement and is limited to the conduct of your business in compliance with the Franchise Agreement. All provisions of the Franchise Agreement applicable to the Licensed Marks apply to any additional trademarks, service marks, logo forms and commercial symbols authorized for your use.

All usage of the Licensed Marks by you and any goodwill established inures to the our exclusive benefit. You may not, at any time during the term of the Franchise Agreement or after its termination or expiration, contest the validity or ownership of any of the Licensed Marks or assist any other person in contesting the validity or ownership of any of the Licensed Marks.

You must use the Licensed Marks as the sole identification of the Franchised Business, but you must also identify yourself as the independent franchisee in the manner we prescribe. Other than registering "Neat Method" as an assumed name (i.e. file for a DBA, fictitious business name, etc. for the operation of your Franchised Business), you may not use any Licensed Mark as part of any corporate or trade name or with any prefix, suffix or other modifying words, terms, designs or symbols, or in any modified form, nor may you use any Licensed Mark in the sale of any unauthorized product or service or in any other manner we do not expressly authorize in writing.

You must notify us immediately in writing of any apparent infringement of or challenge to your use of any Licensed Mark, or claim by any person of any rights in any Licensed Mark or any similar trade name, trademark or service mark of which you become aware. You may not communicate with any person other than us and our counsel regarding any infringement, challenge or claim. We have sole discretion to take any action it deems appropriate and the right to exclusively control any litigation, USPTO proceeding or other administrative proceeding arising out of any infringement, challenge or claim or otherwise relating to any Licensed Mark. You must execute all documents, render assistance and do all acts and things advisable to protect and maintain our interests in any litigation, USPTO proceeding or other administrative proceeding or to otherwise protect and maintain our interests in the Licensed Marks.

We will indemnify you against, and reimburse you for, all damages for which you are held liable in any proceeding in which your use of any Licensed Mark in compliance with the Franchise Agreement is held to constitute trademark infringement, unfair competition or dilution, and for all reasonable costs you incur in the defense of any claim brought against you or in any proceeding in which you are named as a party, if you have timely notified us of the claim or proceeding and have otherwise complied with the Franchise Agreement and if we have the right to defend any claim. If we defend the claim, we have no obligation to indemnify or reimburse you for any fees or disbursements to any attorney retained by you.

If it becomes advisable at any time, in our sole discretion, for us and/or you to modify or discontinue use of any Licensed Mark, and/or use one or more additional or substitute trademarks or service marks, you must comply within a reasonable time after notice by us, and the sole obligation of us in any event shall be to reimburse you for the out-of-pocket costs of complying with this obligation.

ITEM 14

PATENTS, COPYRIGHTS AND PROPRIETARY INFORMATION

We aggressively seek, and will continue to seek, intellectual property protection on innovative products that we bring to the market. The following is a list of current issued and pending Patents:

Patent Title	Type	Patent Number	Issuance Date	Expiration Date
Magnetic Identification Label Holder	U.S. Design Patent	D935,528	November 9, 2021	November 9, 2036
Magnetic Identification Label Holder	U.S. Non-Provisional Utility Patent (Application)	16/781,783 (Issued as Patent No. 11/462,133)	October 4, 2022	August 8, 2040
Wire Basket with Removable Wood Floor	U.S. Non-Provisional Utility Patent (Application)	Application 17960045 (Continuation of App. No. 16781783)	January 26, 2023	N/A (Revival Pending)
Wire Basket with Removable Wood Floor	U.S. Design Patent	D948,217	April 12, 2022	April 12, 2037
Wire Basket with Removable Wood Floor	U.S. Continuing Design Patent (Application)	29/834,521	N/A (Pending)	N/A (Pending)

We claim copyright protection for the Operations Manual and for certain other written materials we develop to assist you in the operation of your Franchised Business.

The proprietary and confidential information about the operation of the Franchised Business and the System is included in our Operations Manual and we consider all of this information as well as our marketing library, photo portfolio, virtual courses, processes, methods, techniques, and other similar information to be confidential information (the “Confidential Information”). Under the terms of the Franchise Agreement: (1) you must maintain the absolute confidentiality of the Confidential Information during and after the expiration or termination of the Franchise Agreement; (2) you and each of your principals and other owners can divulge this Confidential Information only to your personnel who must have access to it to operate the Franchised Business; (3) neither you nor any of your principals or other owners are permitted to make unauthorized copies, record or otherwise reproduce the materials or information or make them available to any unauthorized person; (4) all knowledge, know-how and techniques, including the Operations Manual, plans, specifications, standards, techniques and other information communicated in any manner whatsoever constitute Confidential Information.

You will not acquire any interest in the Confidential Information other than the right to utilize it in your Franchised Business, and you must not use the Confidential Information in any other business or capacity. You must adopt and implement all reasonable procedures that we prescribe to prevent unauthorized use, duplication, or disclosure of the Confidential Information, and to require any personnel of yours who have access to the Confidential Information to sign non-disclosure and non-competition agreements, to the extent permitted by law.

Any software provided by us or our designee must be treated as Confidential Information. Any software provided to you must be returned to us if the Franchise Agreement is terminated or expires.

All ideas, concepts, techniques, materials, or improvements concerning the operation of a Franchised Business (“Improvements”), whether or not protectable intellectual property and whether created by or for you or your owners, employees, or personnel, must be promptly disclosed to us and will be deemed to be our sole and exclusive property, part of the system, and works made-for-hire for us. To the extent any Improvement does not qualify as a “work made-for-hire” for us, you and your owners must assign ownership of that Improvement, and all related rights to that Improvement, to us and take whatever action (including signing assignment or other documents) that we request to confirm our ownership or to help us obtain intellectual property rights to the Improvement, without compensation to you or your owners.

ITEM 15

OBLIGATION TO PARTICIPATE IN THE ACTUAL OPERATION OF THE FRANCHISE BUSINESS

We require that you personally supervise the day-to-day operations of the Franchised Business; or if you are a partnership, corporation or a limited liability company, you must employ at least one manager, who we approve and who has completed the initial training program, to our satisfaction. The person who is responsible for the day-to-day supervision of the Franchised Business must assume responsibilities on a full-time basis and may not engage in any other business or other activity, directly or indirectly, that requires any significant management responsibility, time commitment, or otherwise may conflict with the obligations to operate and manage the Franchised Business.

If you are an individual, then your spouse will also be required to sign the Franchise Agreement or, in the alternative, sign the Form of Guaranty and Assumption of Obligations attached to the Franchise Agreement as an Exhibit (the “Guaranty”). If you are a corporation, limited liability company or partnership, then (a) each of your shareholders/members/partners/owners (the “Owners”), as applicable, must sign the Guaranty and personally guarantee your obligations under the Franchise Agreement and agree to be personally bound by every contractual provision, whether containing monetary or non-monetary obligations, including the covenant not to compete, and (b) at our option, the spouses of each such Owner must sign the Guaranty.

You must keep us informed at all times of the identity of the manager of your Franchised Business. Your manager need not have an equity interest in the franchise entity, but he or she must sign a written agreement to preserve confidential information to which he or she has access and to not compete with you, us and other franchisees and make such commitments in writing. We may regulate the form of agreement that you use and we may be a third party beneficiary of that agreement with independent enforcement rights.

ITEM 16

RESTRICTIONS ON WHAT THE FRANCHISEE MAY SELL

We currently do not, but reserve the right, to require that you must sell only the products and services we have approved and authorize in the operation of your Franchised Business. You are limited in the operation of your Franchised Business to provide approved professional organizing services to your residential and

commercial clients, in the manner that we may prescribe in our standards and specifications as set forth in the Operations Manual or as communicated to you in writing. In addition, you may be required to utilize specific approved supplies which we may require to be utilized in the operation of your Franchised Business. We have the right to change the requirements of authorized products and services that may be offered at Neat Method Franchises without limitation

We may conduct market research and testing to determine industry trends and the salability of additional services. You must cooperate with us by participating in our market research programs by providing such designated new services as part of your Franchised Business and you must provide us with timely reports and other information as we may request regarding the market research and other matters of inquiries submitted by us.

You are prohibited from offering unapproved services or products or utilizing supplies, other than approved supplies as we may designate throughout the term of the Franchise Agreement in the operation of your Franchised Business, in our sole and absolute discretion. You are prohibited from offering moving services for clients and transporting client's items. You are also prohibited from the packing of client's breakable goods unless you have the required insurance coverage to fully compensate for any damage or destruction of such goods.

ITEM 17

RENEWAL, TERMINATION, TRANSFER AND DISPUTE RESOLUTION

THE FRANCHISE RELATIONSHIP

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

Provision	Section in franchise or other agreement	Summary
a. Length of the franchise term	Article I	Initial term of Franchise Agreement is 5 years.
b. Renewal or extension of the term	Article <u>III</u>	If you are in good standing, we may offer you the right to extend this Agreement for additional 5 year terms.
c. Requirements for franchisee to renew or extend	Article <u>III</u>	You must give at least 120 days' notice of renewal, not be in breach of any agreement with us or our affiliates, satisfy all monetary obligations, pay a renewal fee, execute the then-current Franchise Agreement and, subject to state law, a general release and comply with current qualifications and training requirements. If you seek to renew your franchise at the expiration of the initial term or any renewal term, you will be required to pay the then-current renewal fee and sign a new Franchise Agreement, which is the then-current Franchise Agreement used by us that may contain terms and

Provision	Section in franchise or other agreement	Summary
		conditions materially different from those in your previous Franchise Agreement such as, but without limitation, (1) increases in fees, and (2) implementation of new fees. The Protected Territory will remain the same.
d. Termination by franchisee	Article VIII	You may not terminate the Franchise Agreement (subject to state law).
e. Termination by franchisor without cause	~~Article IX~~ Not Applicable	Not Applicable
f. Termination by franchisor upon the occurrence of certain defaults	Article ~~IX~~ VIII	Certain defaults constitute grounds for automatic termination without notice, which include: assignment for the benefit of credits, bankruptcy, appointment of receiver, composition with creditor instituted by the state, not paying a judgment, dissolution, and levy on the Franchised Business or property. Each of your obligations under the Franchise Agreement is a material and essential obligation, the breach of which may result in termination.
g. "Cause" defined – curable defaults	Article ~~IX~~ VIII	Curable defaults include: fails to develop or operate the Franchised Business in compliance with the franchise agreement, misappropriates or misuses the Licensed Marks, transfer without our written consent, fails to comply with any material provision of the Franchise Agreement, failure to observe standards and specifications, failure to maintain required insurance policies, failure to comply with all laws and regulations, failure to comply with all covenants, failure to comply with operating standards, 14 days to pay monetary obligations, failure to timely pay vendors and suppliers.

Provision	Section in franchise or other agreement	Summary
h. “Cause” defined – non-curable	Article ~~IX~~ <u>VIII</u>	Noncurable defaults include: if you become insolvent; ~~;~~ make a general assignment for the benefit of creditors; ~~;~~ file a petition or ~~has~~ <u>have</u> a petition initiated against you under federal bankruptcy laws; ~~is; are~~ adjudicated bankrupt; ~~has; have a~~ receiver appointed; ~~;~~ proceedings for composition with creditors instituted; ~~;~~ final judgment remains unsatisfied or of record for 30 days; ~~is; are~~ dissolved or execution is levied against business or property; ~~is; are~~ convicted of a felony or any crime we believe will likely have adverse effect on the system (also applies to principals) ~~);~~ ; engage in conduct affecting the goodwill of the Licensed Marks, disclose any confidential information (also applies to ~~principal);principals~~); breach any material aspect of covenants; ~~;~~ made a material misrepresentation with your application for a franchise; ~~that after; commit~~ 3 ~~willful and material~~ breaches of the ~~same term of the franchise agreement, (such as failure to make royalty payments or maintain books or records), occurring within a 12-month period, for which you has been given notice and an opportunity to cure, you commit a 4th willful and material breach of the same term of the Franchise Agreement (such as failure to make royalty payments or maintains books or records);during the term of the Franchise Agreement.~~
i. Franchisee’s obligations on termination/ nonrenewal	Article ~~IX~~ <u>VIII</u>	Termination of the Franchise Agreement requires you to cease operating the Franchised Business and using the Licensed Marks and System and to completely de-identify the business, cancel all fictitious or assumed names, notify telephone company of termination of rights to use telephone number, pay all amounts due to us or our affiliates, return all Operations Manuals and other proprietary materials, comply with confidentiality requirements.
j. Assignment of contract by franchisor	Article ~~VIII~~ <u>VII</u>	No restriction on our right to assign.
k. “Transfer” by franchisee	Article ~~VIII~~ <u>VII</u>	Includes voluntary or involuntary sale, assignment, subdivision, sub-franchising, or other transfer including merger, consolidation issuing additional securities, conversion to partnership or limited

Provision	Section in franchise or other agreement	Summary
		partnership, or transfer caused by divorce or death.
l. Franchisor approval of transfer by franchisee	Article ~~VIII~~ <u>VII</u>	We have the right to approve all transfers.
m. Conditions for franchisor approval of transfer	Article ~~VIII~~ <u>VII</u>	Transferee must meet qualifications, all monetary obligations must be paid, you must not be in default of any provisions of agreement, transferor and its principals must sign general release (subject to state law), transferee must submit to a criminal and credit check, transferee must assume all of your obligations and responsibilities, transferee must execute a new then-current Franchise Agreement, satisfactorily complete training and pay the Transfer Training Fee.
n. Franchisor's right of first refusal to acquire franchisee's business	Not Applicable	In case of termination or nonrenewal, subject to state law, we reserve the right to purchase assets at market value.
o. Franchisor's option to purchase your business	Not Applicable	Not Applicable
p. Death or disability of franchisee	Not Applicable	Not Applicable
q. Non-competition covenants during the term of the franchise	Article I, Article ~~VI~~ <u>V</u>	No involvement in competing business anywhere in U.S. Subject to state law
r. Non-competition covenants after the franchise is terminated or expires	Article ~~VI~~ <u>V</u> , Article ~~IX~~ <u>VIII</u>	No competing business for a period of two years in the Protected Territory or within 50 miles of the Protected Territory granted to you by the Franchise Agreement or within the protected territory of any other of our franchisees or within 50 miles of the protected territory of any other of our franchisees. Subject to state law.
s. Modification of the agreement	Article III, Article X	No modification to Franchise Agreement except in writing and signed by both you and us. Operations Manual can be modified. Nothing in the Franchise Agreement or in any related agreement is intended to disclaim the representations we made in the franchise disclosure document.

Provision	Section in franchise or other agreement	Summary
t. Integration/merger clause	Article X	Only the written terms of the Franchise Agreement are binding (subject to state law). Nothing in the Franchise Agreement or in any related agreement is intended to disclaim the representations we made in the franchise disclosure document. Any representations or promises outside of the disclosure document and franchise agreement may not be enforceable.
u. Dispute resolution by arbitration or mediation	Article X	Mandatory internal dispute resolution and, if not resolved, mandatory mediation in Jefferson County, Colorado or the city of our then-current corporate headquarters.
v. Choice of forum	Article ~~XX~~	Litigation must be in the State of Colorado (subject to state law).
w. Choice of law	Article ~~XX~~	Colorado law applies (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 franchise 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.

The data below is based on 86 franchised outlets that were in continuous operation from January 1, 2025 through December 31, 2025. Outlets that opened or transferred ownership during 2025 are excluded from the continuous operation dataset. All figures reflect "Gross Revenue" reported by Neat Method® franchised outlets, which includes gross Service Revenue and earned NEAT Method product commission revenue. It does not include any other product commissions or referral fees from other third party vendors, which represents an additional revenue stream for franchisees. "Service Revenue" means the aggregate amount of total service, including all charges for services performed, by the Franchised Business.

As described in Item 6 with regard to the determination of the Royalty Fee, we assign a Tier designation to your Protected Territory based on the population and the revenue potential for that Protected Territory. Tier 1 locations are in a territory where we determine a franchisee can typically charge the highest rate per organizer, and Tier 4 locations are in a territory where we determine a franchisee will typically charge the lowest rate per organizer.

As of December 31, ~~2025~~2024, we had ~~9493~~ franchised outlets in operation. During the time period of January 1, ~~2025~~2024, through December 31, ~~2025~~2024, we had ~~8186~~ franchised outlets in continuous operation and no company or affiliate owned outlets. ~~Thirteen~~Seven of the ~~9493~~ franchised outlets were not in continuous operation during the time period of January 1, ~~2025~~2024, through December 31, ~~2025~~2024 because they either opened or transferred ownership during the year. The tables below provide a historic representation of certain information based on our ~~8186~~ franchised outlets that were in operation as of January 1, ~~2025~~2024, and continued in operation through December 31, ~~2025~~2024. The information is categorized by market size.

We present this data in three ways to give you the most complete and honest picture of system performance:

1. *A business that grows with you.* Franchisees who stay in the System and build their client base show a consistent upward revenue trajectory over time. Outlets in years seven through twelve of operation averaged \$253,118 in Gross Revenue, compared to an average of \$99,330 in the first twelve months. This growth pattern reflects the relationship-driven, referral-based nature of the luxury organizing business – the longer you operate, the stronger your market presence becomes.

2. *Meaningful upside at the top.* The highest-performing outlet in our system generated \$703,418 in Gross Revenue in 2025. While individual results vary and there is no assurance you will achieve similar results, this figure reflects what is possible within the Neat Method® system for franchisees who execute at the highest level.

3. *Performance varies by market, and we account for that.* Our Tier system assigns each franchisee a territory based on population and revenue potential, so the targets and benchmarks that apply to your business will reflect your specific market – not a one-size-fits-all national average. The tables below break down performance by Tier so you can evaluate the data most relevant to your prospective territory.

Table No. 1 discloses the number of locations in each Tier as well as the average, median, minimum, and maximum Gross ~~Service~~-Revenue for the locations within each Tier:

Table No. 1: Gross ~~Service~~ Revenue by Tier						
Tier	# of Markets	Average Gross ~~Service~~ Revenue	Median Gross ~~Service~~ Revenue	Minimum Gross ~~Service~~ Revenue	Maximum Gross ~~Service~~ Revenue	Number (and percentage) Meeting or Exceeding Average
1	~~1215~~	~~\$244,679~~ 211,101	~~\$198,353~~ 192,442	~~\$94,550~~ 43,961	~~\$412,339~~ 507,962	~~5~~ (426 (40%))
2	27	~~\$214,035~~ 227,203	~~\$172,098~~ 189,083	~~\$29,665~~ 31,307	~~\$600,467~~ 703,418	~~12~~ (449 (33%))
3	~~3029~~	~~\$111,599~~ 131,252	~~\$90,117~~ 113,368	~~\$14,690~~ 7,811	~~\$307,082~~ 378,511	~~(10)~~ 33% ~~11~~ (38%)
4	~~1215~~	~~\$97,859~~ 116,140	~~\$76,995~~ 93,403	~~\$29,853~~ 27,242	~~\$195,051~~ 262,030	~~5~~ (426 (40%))
	Total: ~~8186~~					

Table No. 2 shows the average, median, minimum, and maximum Gross ~~Service~~-Revenue by Quartiles for all Tiers:

Table No. 2: Gross ~~Service~~ Revenue by Quartile					
	All	Top 1/4	Second 1/4	Third 1/4	Bottom 1/4
Average Gross ~~Service~~ Revenue	~~\$163,424~~ <u>172,668</u>	~~\$331,293~~ <u>349,775</u>	~~\$179,645~~ <u>185,835</u>	~~\$102,370~~ <u>121,421</u>	~~\$46,246~~ <u>58,397</u>
Number (and percentage) Meeting or Exceeding Average	34 (42%)/40%	7 (35%)/45%	10 (50%)/48%	8 (40%)/10/4 8%	12 (57%)/13/54 %
Median Gross ~~Service~~ Revenue	~~\$133,837~~ <u>146,274</u>	~~\$304,066~~ <u>309,033</u>	~~\$176,022~~ <u>184,768</u>	~~\$101,887~~ <u>115,458</u>	~~\$46,688~~ <u>62,337</u>
Maximum Gross ~~Service~~ Revenue	~~\$600,467~~ <u>703,418</u>	~~\$600,467~~ <u>703,418</u>	~~\$216,763~~ <u>219,046</u>	\$133,837	~~\$75,916~~ <u>96,663</u>
Minimum Gross ~~Service~~ Revenue	~~\$14,690~~ <u>7,811</u>	~~\$217,922~~ <u>24,918</u>	~~\$139,742~~ <u>152,462</u>	~~\$76,211~~ <u>99,239</u>	~~\$14,690~~ <u>7,811</u>

Table No. 3 shows the average, median, minimum, and maximum Gross ~~Service~~ Revenue by year of business operation.

Table No. 3: Gross ~~Service~~ Revenue by Year of Business Operation						
	# in Reporting Set	Low	Median	Average	High	Number (and percentage) meeting or exceeding avg
First 12 months	~~135~~ <u>135</u>	~~\$14,690~~ <u>43,961</u>	~~\$85,103~~ <u>68,160</u>	~~\$90,130~~ <u>99,330</u>	~~\$277,002~~ <u>240,426</u>	~~5~~ (381) (20%)
Second 12 months	~~78~~ <u>78</u>	~~\$14,954~~ <u>7,811</u>	~~\$65,371~~ <u>59,495</u>	~~\$91,354~~ <u>102,920</u>	~~\$179,946~~ <u>380,757</u>	~~3~~ (432) (25%)
Third 12 months	~~168~~ <u>168</u>	~~\$32,977~~ <u>31,307</u>	~~\$111,008~~ <u>79,760</u>	~~\$125,335~~ <u>93,867</u>	~~\$261,667~~ <u>172,350</u>	~~7~~ (443) (38%)
Fourth 12 months	~~710~~ <u>710</u>	~~\$47,259~~ <u>38,302</u>	~~\$171,954~~ <u>117,947</u>	~~\$184,502~~ <u>132,625</u>	~~\$412,339~~ <u>232,313</u>	~~3~~ (434) (40%)
Fifth 12 months	~~1513~~ <u>1513</u>	~~\$45,428~~ <u>70,913</u>	~~\$170,918~~ <u>124,830</u>	~~\$199,987~~ <u>166,422</u>	~~\$404,450~~ <u>392,184</u>	~~7~~ (475) (38%)
Sixth 12 months	~~511~~ <u>511</u>	~~\$133,837~~ <u>39,083</u>	~~\$246,738~~ <u>129,287</u>	~~\$290,332~~ <u>139,201</u>	~~\$432,674~~ <u>287,409</u>	~~2~~ (404) (36%)
Years 7-12	~~1827~~ <u>1827</u>	~~\$46,688~~ <u>64,564</u>	~~\$171,708~~ <u>192,809</u>	~~\$204,325~~ <u>253,118</u>	~~\$600,467~~ <u>703,418</u>	~~7~~ (398) (30%)
	Total: ~~8182~~ <u>8182</u>					

~~“Service Revenue” means the aggregate amount of total service, including all charges for services performed, by the Franchised Business, but does not include product sales, whether for cash, on credit or otherwise, made and rendered in, about or in connection with the Franchised Business, provided they are in connection with the business conducted under the Franchise Agreement.~~

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

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

Other than the preceding financial performance representation, NM Franchise Operations LLC does not make any financial performance representations. We also do not authorize our personnel 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 Ashley Murphy, 8 White Birch, Littleton, CO 80127, telephone 773-343-3691, the Federal Trade Commission and the appropriate state regulatory agencies.

ITEM 20

OUTLETS AND FRANCHISEE INFORMATION

Table No. 1
Systemwide Outlet Summary
For years ~~2022-2023-2025~~2024

Column-1	Column-2	Column-3	Column-4	Column-5
Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	~~2023~~ 2022	~~91~~ 90	~~90~~ 94	~~-1~~ +4
	~~2023~~ 2024	~~90~~ 94	94	~~+4~~ 0
	~~2024~~ 2025	94	~~94~~ 93	~~0~~ -1
Company-Owned	~~2023~~ 2022	0	0	0
	~~2024~~ 2023	0	0	0
	~~2024~~ 2025	0	0	0
Total Outlets	~~2023~~ 2022	90	~~90~~94	~~0~~+4
	~~2024~~ 2023	~~90~~94	94	~~+4~~0
	~~2024~~ 2025	94	~~94~~93	~~0~~-1

Table No. 2
Transfers of Outlets from Franchisees to
New Owners (other than Franchisor)
For years ~~2022-2023-2025~~2024

Column 1	Column 2	Column 3
State	Year	Number of Transfers
~~California~~	~~2022~~	~~1~~
Florida	2023	0
	2024	~~0~~ 1
	~~2022~~ 2025	~~1~~ 0
Indiana	2023	~~0~~ 1
	2024	~~1~~ 0
	~~2022~~ 2025	~~1~~ 0
Michigan	2023	0
	2024	~~0~~ 1
	~~2022~~ 2025	0
Nevada	2023	~~1~~ 0
	2024	~~0~~ 1
	~~2025~~	~~0~~
North Carolina	2023 ~~2022~~	~~0~~ 1
	~~2023~~	~~1~~
	2024	0
	~~2022~~ 2025	~~1~~ 0
Oregon	2023	0
	2024	~~1~~ 0
	~~2022~~ 2025	~~0~~ 1
Pennsylvania	2023	0
	2024	1
	~~2022~~ 2025	0
	~~2023~~	~~0~~
	~~2024~~	~~1~~
Washington	2023 ~~2022~~	0
		~~0~~
	2024	1
	~~2025~~	~~0~~
Wisconsin	2023 ~~2022~~	0
		~~0~~
	2024	1
	~~2022~~ 2025	0
Total	2023	2
	2024	6
	~~2025~~	~~1~~

Table No. 3
Status of Franchised Outlets¹
For years ~~2022~~2023 to ~~2025~~2024

~~Col. 1~~	~~Col. 2~~	~~Col. 3~~	~~Col. 4~~	~~Col. 5~~	~~Col. 6~~	~~Col. 7~~	~~Col. 8~~	~~Col. 9~~
State	Year	Outlets -at Start of Year	Outlets Opened	Termination s	Non- Renewals	Reacquire d by Franchisor	Ceased Operatio ns-Other Reasons	Outlets at End of the Year
Alabama	~~2023~~ <u>202</u> <u>2</u>	1	0	~~0~~ <u>1</u>	0	0	0	~~1~~ <u>0</u>
	<u>2024</u>	~~1~~ <u>0</u>	0	~~1~~ <u>0</u>	0	0	0	0
	~~2024~~ <u>202</u> <u>5</u>	0	0	0	0	0	0	0
Arizona	~~2023~~ <u>202</u> <u>2</u>	1	0	0	0	0	0	1
	~~2023~~ <u>202</u> <u>4</u>	1	0	0	0	0	0	1
	~~2024~~ <u>202</u> <u>5</u>	1	0	0	0	0	0	1
Arkansas	~~2023~~ <u>202</u> <u>2</u>	1	0	0	0	0	0	1
	<u>2024</u>	1	0	0	0	0	~~0~~ <u>1</u>	~~1~~ <u>0</u>
	~~2024~~ <u>202</u> <u>5</u>	~~1~~ <u>0</u>	0	0	0	0	~~1~~ <u>0</u>	0
California	~~2023~~ <u>202</u> <u>2</u>	~~12~~ <u>13</u>	~~23~~	0	~~0~~ <u>1</u>	0	1	~~13~~ <u>17</u>
	<u>2024</u>	~~13~~ <u>14</u>	~~34~~	0	~~1~~ <u>0</u>	0	1	17
	~~2024~~ <u>202</u> <u>5</u>	~~14~~ <u>17</u>	~~40~~	0	0	0	~~1~~ <u>0</u>	17
Colorado	~~2023~~ <u>202</u> <u>2</u>	1	~~0~~ <u>2</u>	0	0	0	0	~~1~~ <u>3</u>
	<u>2024</u>	~~1~~ <u>3</u>	~~20~~	0	0	0	0	3
	~~2024~~ <u>202</u> <u>5</u>	3	0	0	0	0	0	3
Connecticut	~~2023~~ <u>202</u> <u>2</u>	1	0	0	0	0	0	1
	<u>2024</u>	1	0	0	0	0	0	1
	~~2024~~ <u>202</u> <u>5</u>	1	0	0	0	0	0	1
Florida	~~2023~~ <u>202</u> <u>2</u>	~~7~~ <u>6</u>	0	0	0	0	~~1~~ <u>0</u>	6
	<u>2024</u>	6	~~0~~ <u>2</u>	0	0	0	0	~~6~~ <u>8</u>

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9
State	Year	Outlets -at Start of Year	Outlets Opened	Termin ation s	Non- Renewals	Reacquire d by Franchisor	Ceased Operatio ns-Other Reasons	Outlets at End of the Year
	~~2024~~ ~~202~~ <u>5</u>	~~68~~	~~20~~	0	0	0	0	8
Georgia	~~2023~~ ~~202~~ <u>2</u>	2	0	0	0	0	0	2
	~~2024~~	2	0	0	0	0	0	2
	~~2024~~ ~~202~~ <u>5</u>	2	~~01~~	0	0	0	0	~~23~~
Idaho	~~2023~~ ~~202~~ <u>2</u>	1	0	0	0	0	~~01~~	~~10~~
	~~2024~~	~~10~~	0	0	0	0	~~10~~	0
	~~2024~~ ~~202~~ <u>5</u>	0	0	0	0	0	0	0
Illinois	~~2023~~ ~~202~~ <u>2</u>	7	0	0	0	0	0	7
	~~2024~~	7	0	0	0	0	0	7
	~~2024~~ ~~202~~ <u>5</u>	7	0	0	0	0	~~03~~	~~74~~
Indiana	~~2023~~ ~~202~~ <u>2</u>	1	~~01~~	0	0	0	~~01~~	1
	~~2024~~	1	~~10~~	0	0	0	~~10~~	1
	~~2024~~ ~~202~~ <u>5</u>	1	0	0	0	0	0	1
Iowa	~~2023~~ ~~202~~ <u>2</u>	2	~~10~~	0	0	0	~~10~~	2
	~~2024~~	2	0	0	0	0	0	2
	~~2024~~ ~~202~~ <u>5</u>	2	0	0	0	0	0	2
Kansas	~~2023~~ ~~202~~ <u>2</u>	1	0	0	0	0	0	1
	~~2024~~	1	0	0	0	0	0	1
	~~2024~~ ~~202~~ <u>5</u>	1	0	0	~~01~~	0	0	~~10~~
Kentucky	~~2023~~ ~~202~~ <u>2</u>	~~21~~	0	0	0	0	1	~~10~~
	~~2024~~	~~10~~	0	0	0	0	~~10~~	0
	~~2024~~ ~~202~~ <u>5</u>	0	0	0	0	0	0	0
Louisiana	~~2023~~ ~~202~~ <u>2</u>	2	0	0	0	0	0	2

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9
State	Year	Outlets -at Start of Year	Outlets Opened	Termination s	Non- Renewals	Reacquire d by Franchisor	Ceased Operatio ns-Other Reasons	Outlets at End of the Year
	<u>2024</u>	2	0	0	0	0	01	21
	<u>2024</u> <u>202</u> <u>5</u>	21	0	0	0	0	40	1
Maryland	<u>2023</u> <u>202</u> <u>2</u>	2	1	0	0	0	1	2
	<u>2024</u>	2	40	0	0	0	40	2
	<u>2024</u> <u>202</u> <u>5</u>	2	0	0	0	0	0	2
Massachuse tts	<u>2023</u> <u>202</u> <u>2</u>	1	0	0	0	0	0	1
	<u>2024</u>	1	0	0	0	0	0	1
	<u>2024</u> <u>202</u> <u>5</u>	1	0	0	0	0	0	1
Michigan	<u>2023</u> <u>202</u> <u>2</u>	3	0	0	0	0	0	3
	<u>2024</u>	3	0	0	0	0	0	3
	<u>2024</u> <u>202</u> <u>5</u>	3	01	0	0	0	0	34
Missouri	<u>2023</u> <u>202</u> <u>2</u>	1	0	0	0	0	0	1
	<u>2024</u>	1	0	0	0	0	0	1
	<u>2024</u> <u>202</u> <u>5</u>	1	0	0	0	0	01	40
Minnesota	<u>2023</u> <u>202</u> <u>2</u>	1	0	0	0	0	0	1
	<u>2024</u>	1	0	0	0	0	0	1
	<u>2024</u> <u>202</u> <u>5</u>	1	0	0	0	0	0	1
Montana	<u>2023</u> <u>202</u> <u>2</u>	1	0	0	0	0	0	1
	<u>2024</u>	1	0	0	0	0	0	1
	<u>2024</u> <u>202</u> <u>5</u>	1	0	0	0	0	0	1
Nebraska	<u>2023</u> <u>202</u> <u>2</u>	1	0	0	0	0	0	1
	<u>2024</u>	1	0	0	0	0	0	1
	<u>2024</u> <u>202</u> <u>5</u>	1	0	0	0	0	0	1

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9
State	Year	Outlets -at Start of Year	Outlets Opened	Termination s	Non- Renewals	Reacquire d by Franchisor	Ceased Operatio ns-Other Reasons	Outlets at End of the Year
Nevada	~~2023~~ <u>2024</u>	~~23~~ 3	~~10~~ 0	0	0	0	0	3
	~~2024~~ <u>2025</u>	~~32~~ 5	0	~~01~~ 10	0	0	0	~~32~~ 2
	~~2024~~ <u>2025</u>	~~32~~ 5	0	~~10~~ 0	0	0	0	2
New Hampshire	~~2023~~ <u>2024</u>	1	0	0	0	0	0	1
	~~2024~~ <u>2025</u>	1	0	0	0	0	0	1
	~~2024~~ <u>2025</u>	1	0	0	0	0	0	1
New Jersey	~~2023~~ <u>2024</u>	4	~~01~~ 1	0	0	0	0	~~45~~ 56
	~~2024~~ <u>2025</u>	~~45~~ 56	1	0	0	0	0	~~56~~ 67
	~~2024~~ <u>2025</u>	~~56~~ 5	1	0	0	0	0	~~67~~ 5
New York	~~2023~~ <u>2024</u>	2	0	0	0	0	0	2
	~~2024~~ <u>2025</u>	2	0	0	0	0	0	2
	~~2024~~ <u>2025</u>	2	0	0	0	0	0	2
North Carolina	~~2023~~ <u>2024</u>	2	~~01~~ 10	0	0	0	~~01~~ 10	2
	~~2024~~ <u>2025</u>	2	~~10~~ 0	0	0	0	~~10~~ 0	2
	~~2024~~ <u>2025</u>	2	0	0	0	0	0	2
Ohio	~~2023~~ <u>2024</u>	3	0	0	0	0	0	3
	~~2024~~ <u>2025</u>	3	0	0	~~01~~ 10	0	0	~~32~~ 2
	~~2024~~ <u>2025</u>	~~32~~ 5	0	0	~~10~~ 0	0	0	2
Oklahoma	~~2023~~ <u>2024</u>	1	0	0	0	0	0	1
	~~2024~~ <u>2025</u>	1	0	0	0	0	0	1
	~~2024~~ <u>2025</u>	1	0	0	0	0	0	1
Oregon	~~2023~~ <u>2024</u>	1	~~01~~ 10	0	0	0	0	~~12~~ 2
	~~2024~~ <u>2025</u>	~~12~~ 10	~~10~~ 0	0	0	0	0	2

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9
State	Year	Outlets -at Start of Year	Outlets Opened	Termin ation s	Non- Renewals	Reacquire d by Franchisor	Ceased Operatio ns-Other Reasons	Outlets at End of the Year
	~~2023~~ <u>2024</u>	2	~~0~~ <u>1</u>	0	0	0	~~0~~ <u>1</u>	2
Pennsylvania	~~2023~~ <u>2024</u>	2	~~1~~ <u>0</u>	0	0	0	~~1~~ <u>0</u>	2
	~~2024~~ <u>2024</u>	2	0	0	0	0	0	2
	~~2024~~ <u>2024</u>	2	~~0~~ <u>1</u>	0	0	0	0	~~2~~ <u>3</u>
Rhode Island	~~2023~~ <u>2024</u>	1	0	0	0	0	0	1
	~~2024~~ <u>2024</u>	1	0	0	0	0	0	1
	~~2024~~ <u>2024</u>	1	0	0	0	0	0	1
South Carolina	~~2023~~ <u>2024</u>	2	~~0~~ <u>1</u>	0	0	0	0	~~2~~ <u>3</u>
	~~2024~~ <u>2024</u>	~~2~~ <u>3</u>	~~1~~ <u>0</u>	0	0	0	0	3
	~~2024~~ <u>2024</u>	3	0	0	0	0	0	3
Tennessee	~~2023~~ <u>2024</u>	2	~~0~~ <u>1</u>	0	0	0	0	~~2~~ <u>3</u>
	~~2024~~ <u>2024</u>	~~2~~ <u>3</u>	~~1~~ <u>0</u>	0	0	0	0	3
	~~2024~~ <u>2024</u>	3	0	0	0	0	~~0~~ <u>2</u>	~~3~~ <u>1</u>
Texas	~~2023~~ <u>2024</u>	~~1~~ <u>0</u>	~~0~~ <u>1</u>	0	0	0	1	9
	~~2024~~ <u>2024</u>	9	~~1~~ <u>0</u>	0	0	0	~~1~~ <u>0</u>	9
	~~2024~~ <u>2024</u>	9	0	0	0	0	0	9
Utah	~~2023~~ <u>2024</u>	1	~~1~~ <u>0</u>	0	0	0	~~1~~ <u>0</u>	1
	~~2024~~ <u>2024</u>	1	0	0	0	0	~~0~~ <u>1</u>	~~1~~ <u>0</u>
	~~2024~~ <u>2024</u>	~~1~~ <u>0</u>	~~0~~ <u>1</u>	0	0	0	~~1~~ <u>0</u>	~~0~~ <u>1</u>
Virginia	~~2023~~ <u>2024</u>	3	0	0	0	0	0	3
	~~2024~~ <u>2024</u>	3	0	0	0	0	~~0~~ <u>1</u>	~~3~~ <u>2</u>
	~~2024~~ <u>2024</u>	~~3~~ <u>2</u>	~~0~~ <u>1</u>	0	0	0	~~1~~ <u>0</u>	~~2~~ <u>3</u>
Washington	~~2023~~ <u>2024</u>	1	0	0	0	0	0	1

Col. 1	Col. 2	Col. 3	Col. 4	Col. 5	Col. 6	Col. 7	Col. 8	Col. 9
State	Year	Outlets -at Start of Year	Outlets Opened	Termi nation s	Non- Renewals	Reacquire d by Franchisor	Ceased Operatio ns-Other Reasons	Outlets at End of the Year
	~~2024~~	1	0	0	0	0	0	1
	~~2024~~ ~~202~~ <u>5</u>	1	0	0	0	0	0	1
	~~2023~~ ~~202~~ <u>2</u>	1	0	0	0	0	0	1
Wisconsin	~~2024~~	1	0	0	0	0	0	1
	~~2024~~ ~~202~~ <u>5</u>	1	0	0	0	0	0	1
Total	~~2022~~ ~~202~~ <u>3</u>	~~91~~ ~~90~~	~~71~~ <u>3</u>	~~01~~	~~01~~	0	~~—~~ <u>87</u>	~~90~~ <u>94</u>
	~~2024~~	~~90~~ <u>94</u>	~~13~~ <u>7</u>	1	1	0	~~75~~	94
	~~2024~~ ~~202~~ <u>5</u>	94	7	~~10~~	1	0	~~57~~	~~94~~ <u>93</u>

Table No. 4
Status of Company Owned Outlets
For years ~~2022~~2023 to ~~2024~~2025

Column 1	Column 2	Column 3	Column 4	Column 5	Column 6	Column 7	Column 8
State	Year	Outlets at Start of the Year	Outlets Opened	Outlets Reacquired from Franchisees	Outlets Closed	Outlets Sold to Franchisees	Outlets at End of the Year
None	~~2022~~ ~~2023~~	0	0	0	0	0	0
	~~2024~~	0	0	0	0	0	0
	~~2024~~ ~~2025~~	0	0	0	0	0	0

Table No. 5
Projected Openings
As of December 31, ~~2024~~2025

Column 1	Column 2	Column 3	Column 4
State	Franchise Agreements Signed but Outlets Not Opened	Projected New Franchised Outlets in the Next Fiscal Year	Projected New Company-Owned ~~Outlets~~ in the Next Fiscal Year
~~None~~ <u>California</u>	<u>0</u> <u>1</u>	<u>0</u>	<u>0</u>
<u>Florida</u>	<u>1</u>	<u>0</u>	<u>0</u>
<u>Michigan</u>	<u>1</u>	<u>0</u>	<u>0</u>
<u>Montana</u>	<u>1</u>	<u>0</u>	<u>0</u>
<u>Texas</u>	<u>1</u>	<u>0</u>	<u>0</u>
<u>Total</u>	<u>5</u>	<u>0</u>	<u>0</u>

Exhibit F lists the names of all current franchisees and the addresses and telephone numbers of their Neat Method Franchises as of the date of this disclosure document. Exhibit F also lists the names, addresses, and telephone numbers for franchisees who have had an outlet terminated, canceled, not renewed or otherwise voluntarily or involuntarily ceased to do business under the franchise agreement during the most recent completed fiscal year or who have not communicated with the franchisor within 10 weeks of the disclosure document issuance date.

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

During the last three fiscal years, we have not signed any confidentiality clauses with current or former franchisees which would restrict them from speaking openly with you about their experience with us.

Currently, there are no franchisee associations.

ITEM 21

FINANCIAL STATEMENTS

Exhibit A is our audited financials dated December 31, ~~2024~~2025, December 31, ~~2024~~2023, and December 31, ~~2022~~2023.

Our fiscal year end is December 31.

ITEM 22

CONTRACTS

The following agreements are attached to this disclosure document:

Franchise Agreement	Exhibit B
General Release	Exhibit H
<u>Electronic Funds Transfer Authorization Form</u>	<u>Exhibit I</u>
Franchise Disclosure Document Receipts	Exhibit <u>IJ</u>

ITEM 23

RECEIPTS

The last pages of this disclosure document, Exhibit IJ, are a detachable document, in duplicate. Please detach, sign, date and return one (1) copy of the Receipt to us, acknowledging that you received this disclosure document. Please keep the second copy for your records.

EXHIBIT A
FINANCIAL STATEMENTS

NM FRANCHISE OPERATIONS, LLC
AND SUBSIDIARY

Consolidated Financial Statements
December 31, 2025, 2024 and 2023

**LENAHAN,
SMITH, &
BARGIACHI, P.C.**

Certified Public Accountants

NM FRANCHISE OPERATIONS, LLC
AND SUBSIDIARY

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Consolidated Statements of Income for the Years Ended December 31, 2025, 2024 and 2023	4
Consolidated Statements of Changes in Equity for the Years Ended December 31, 2025, 2024 and 2023	5
Consolidated Statements of Cash Flows for the Years Ended December 31, 2025, 2024 and 2023	6
Notes to Consolidated Financial Statements	7-12

Independent Auditors' Report

To the Management Committee
of NM Franchise Operations, LLC

Opinion

We have audited the accompanying consolidated financial statements of NM Franchise Operations, LLC and Subsidiary (the Company) which comprise the consolidated balance sheets as of December 31, 2025, 2024 and 2023, and the related consolidated statements of income, changes in equity, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of NM Franchise Operations, LLC and Subsidiary as of December 31, 2025, 2024 and 2023, and the results of their operations and their 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. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are required to be independent of NM Franchise Operations, LLC and Subsidiary 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.

Responsibilities of Management for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about NM Franchise Operations, LLC and Subsidiary's ability to continue as a going concern within one year after the date that the consolidated financial statements are available to be issued.

Independent Auditors' Report, continued

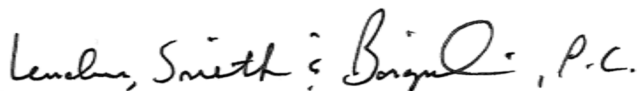
Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' 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 generally accepted auditing standards 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, including omissions, 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 consolidated financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated 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 consolidated 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 NM Franchise Operations, LLC and Subsidiary'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 consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about NM Franchise Operations, LLC and Subsidiary'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.



Lenahan, Smith and Bargiachi, P.C.

Memphis, Tennessee

April 9, 2026

NM FRANCHISE OPERATIONS, LLC AND SUBSIDIARY
Consolidated Balance Sheets

	Assets		
	2025	December 31, 2024	2023
Current Assets			
Cash	\$ 234,270	\$ 377,572	\$ 1,107,119
Accounts receivable	163,443	196,837	330,046
Inventory	1,151,417	1,098,904	705,222
Due from affiliates	-	10,351	10,351
Other receivable	1,755	1,755	15,621
Prepaid expenses	68,407	155,959	194,215
	<u>1,619,292</u>	<u>1,841,378</u>	<u>2,362,574</u>
Property and Equipment			
Equipment	59,076	56,730	54,275
Less: accumulated depreciation	<u>(40,284)</u>	<u>(35,643)</u>	<u>(23,702)</u>
	18,792	21,087	30,573
Other Assets			
Intangible assets, net of accumulated amortization	234,455	292,320	350,185
Website, net of accumulated amortization	-	9,352	10,146
Contract costs, net of accumulated amortization	<u>27,258</u>	<u>483</u>	<u>1,283</u>
	<u>261,713</u>	<u>302,155</u>	<u>361,614</u>
Total Assets	<u>\$ 1,899,797</u>	<u>\$ 2,164,620</u>	<u>\$ 2,754,761</u>
Liabilities and Equity			
Current Liabilities			
Accounts payable	\$ 297,357	\$ 731,940	\$ 876,715
Due to affiliates	6,667	15,973	9,306
Credit card payable	44,712	61,453	54,275
Sales tax payable	74,857	110,208	157,029
Unearned revenue	29,000	91,460	162,449
Gift cards outstanding	80,748	95,184	93,873
Accrued expenses	341,615	19,096	35,888
Accrued payroll	<u>16,713</u>	<u>20,750</u>	<u>50,086</u>
	891,669	1,146,064	1,439,621
Member's Equity	1,017,765	1,027,237	1,322,917
Accumulated Other Comprehensive Income (Loss)	<u>(9,637)</u>	<u>(8,681)</u>	<u>(7,777)</u>
	<u>1,008,128</u>	<u>1,018,556</u>	<u>1,315,140</u>
Total Liabilities and Equity	<u>\$ 1,899,797</u>	<u>\$ 2,164,620</u>	<u>\$ 2,754,761</u>

See accompanying notes to financial statements.

NM FRANCHISE OPERATIONS, LLC AND SUBSIDIARY
Consolidated Statements of Income

	For the Years Ended December 31,		
	2025	2024	2023
Revenue	\$ 7,691,938	\$ 8,274,410	\$ 8,227,774
Cost of Sales	<u>2,769,853</u>	<u>2,595,720</u>	<u>2,603,503</u>
Gross Profit	4,922,085	5,678,690	5,624,271
Operating Expenses			
Salaries, wages, and benefits	1,778,552	1,837,488	2,067,788
Warehouse	424,572	436,836	284,115
Franchise legal fees	49,796	4,033	6,882
Sales and marketing	1,152,413	1,137,760	1,373,872
General and administrative	<u>1,407,794</u>	<u>1,385,755</u>	<u>700,949</u>
	4,813,127	4,801,872	4,433,606
Income from Operations	108,958	876,818	1,190,665
Other Income (Expense)			
Other income	81,087	220,798	5,035
Interest expense	-	(12,150)	-
Depreciation	(13,363)	(11,941)	(10,904)
Amortization	<u>(71,942)</u>	<u>(59,459)</u>	<u>(93,237)</u>
	(4,218)	137,248	(99,106)
Net Income	104,740	1,014,066	1,091,559
Other Comprehensive Income (Loss)			
Foreign currency adjustments	<u>(956)</u>	<u>(904)</u>	<u>(2,764)</u>
	(956)	(904)	(2,764)
Total Comprehensive Income	<u>\$ 103,784</u>	<u>\$ 1,013,162</u>	<u>\$ 1,088,795</u>

See accompanying notes to financial statements.

NM FRANCHISE OPERATIONS, LLC AND SUBSIDIARY
Consolidated Statements of Changes in Equity

		For the Years Ended December 31,	
	2025	2024	2023
Beginning Balance	\$ 1,027,237	\$ 1,322,917	\$ 1,932,143
Net Income	104,740	1,014,066	1,091,559
Capital Contributions	660,400	-	-
Member Distributions	<u>(774,612)</u>	<u>(1,309,746)</u>	<u>(1,700,785)</u>
Ending Balance	1,017,765	1,027,237	1,322,917
Accumulated Other Comprehensive Income			
Beginning Balance	(8,681)	(7,777)	(5,013)
Other Comprehensive Income (Loss)	<u>(956)</u>	<u>(904)</u>	<u>(2,764)</u>
Ending Balance	<u>(9,637)</u>	<u>(8,681)</u>	<u>(7,777)</u>
Total Equity	<u>\$ 1,008,128</u>	<u>\$ 1,018,556</u>	<u>\$ 1,315,140</u>

See accompanying notes to financial statements.

NM FRANCHISE OPERATIONS, LLC AND SUBSIDIARY
Consolidated Statements of Cash Flows

		For the Years Ended December 31,	
	2025	2024	2023
Cash Flows From (Used in) Operating Activities			
Net Income	\$ 104,740	\$ 1,014,066	\$ 1,091,559
Adjustments to reconcile net income to net cash from operating activities:			
Amortization	71,942	59,459	93,237
Depreciation	13,363	11,941	10,904
Loss on disposition of assets	416	-	-
(Increase) decrease in:			
Accounts receivable	33,394	133,209	(32,096)
Inventory	(52,513)	(393,682)	(540,285)
Due from affiliates	36,229	(55,734)	116,221
Other receivable	-	13,866	(13,200)
Prepaid expenses	87,552	38,256	(173,277)
(Decrease) increase in:			
Accounts payable	(434,583)	(144,775)	569,375
Due to affiliates	(35,184)	62,401	(224,213)
Credit card payable	(16,741)	7,178	5,188
Sales tax payable	(35,351)	(46,821)	(95,874)
Unearned revenue	(62,461)	(70,990)	(4,574)
Accrued expenses	322,519	(16,792)	28,289
Accrued payroll	(4,037)	(29,336)	12,051
Gift cards outstanding	(14,436)	1,311	43,734
Net Cash From (Used in) Operating Activities	14,849	583,557	887,039
Cash Flows From (Used in) Investing Activities			
Contract costs	(31,500)	-	-
Purchase of property and equipment	(11,483)	(2,454)	(13,052)
Net Cash From (Used in) Investing Activities	(42,983)	(2,454)	(13,052)
Cash Flows From (Used in) Financing Activities			
Capital contributions	660,400	-	-
Member distributions	(774,612)	(1,309,746)	(1,700,785)
Net Cash From (Used in) Financing Activities	(114,212)	(1,309,746)	(1,700,785)
Effect of Exchange Rate Changes on Cash	(956)	(904)	(2,764)
Increase (Decrease) in Cash	(143,302)	(729,547)	(829,562)
Cash at Beginning of Year	377,572	1,107,119	1,936,681
Cash at End of Year	<u>\$ 234,270</u>	<u>\$ 377,572</u>	<u>\$ 1,107,119</u>

See accompanying notes to financial statements.

NM FRANCHISE OPERATIONS, LLC AND SUBSIDIARY
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

Note 1 – Summary of Significant Accounting Policies

Principles of Consolidation

The consolidated financial statements include the accounts of NM Franchise Operations, LLC dba NEAT Method (a Delaware Limited Liability Company) and its wholly owned subsidiary, NM Franchise Operations (Canada) LTD. (a Canadian Corporation), collectively referred to as the “Company.” All material intercompany transactions have been eliminated in consolidation.

Organization and Operations

NM Franchise Operations, LLC dba NEAT Method (the Parent), a wholly owned subsidiary of AMM Holdings, Inc., is a State of Delaware limited liability company organized on August 25, 2017. The Parent is governed by its Limited Liability Company Agreement dated August 25, 2017, with no termination date. The member is not liable for the obligations of the Parent.

The Company sells franchise rights to clients who provide professional organization services for residential consumers. Upon execution of a franchise agreement, the Company has an ongoing obligation to maintain and service the intangible assets available for use by the franchisees. The Parent also sells organizational products. Revenue related to the franchise components contributes roughly 28% of total revenue while product related revenue contributes roughly 72% for the year ended December 31, 2025.

Basis of Consolidated Financial Statement Presentation

The Company's policy is to prepare consolidated financial statements in accordance with U.S. generally accepted accounting principles.

Inventory

Inventory is reflected at lower of cost or market, on a first-in, first-out basis. All inventory is finished goods.

Property, Equipment and Depreciation

Property and equipment are stated at cost. Depreciation is computed using the straight-line method. Tangible assets are being depreciated over their useful lives. Major renewals and improvements are capitalized while maintenance and repairs which do not improve or extend the life of the asset are expensed. Depreciation expense totaled \$13,363, \$11,941 and \$10,904 for the years ended December 31, 2025, 2024 and 2023, respectively. Accumulated depreciation was \$40,284, \$35,643 and \$23,702 as of December 31, 2024, 2023 and 2022, respectively.

Asset Class:	Asset Value:	Useful Life:
Equipment	\$ 1,000	5 years
Computer	\$20,961	3 years
Product Mold	\$37,115	5 years

NM FRANCHISE OPERATIONS, LLC AND SUBSIDIARY
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

Note 1 – Summary of Significant Accounting Policies, cont'd

Use of Estimates

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

Income Taxes

As a limited liability company, the Parent's federal taxable income or loss is allocated to the member in accordance with the operating agreement. Therefore, no provision or liability for federal income taxes has been included in the consolidated financial statements. The Parent will file various state income tax returns. All tax returns are subject to examinations by state tax authorities. The Subsidiary is subject to income tax in Canada and will file the appropriate returns.

Cash Flows

The Company considers all highly liquid investments, with a maturity of three months or less at the date of acquisition, to be cash equivalents.

Cash paid for income tax was \$0 during the years ended December 31, 2025, 2024 and 2023, respectively.

Fair Value of Financial Instruments

The fair value of the Company's financial instruments, comprised of cash, accounts receivable and accounts payable, approximates recorded value.

Allowance for Credit Losses

Management determines the allowance for credit losses in accordance with FASB ASC 326. The allowance estimate is derived from a review of the Company's historical losses based on the aging of receivables. This estimate is adjusted for management's assessment of current conditions, reasonable and supportable forecasts regarding future events, and any other factors deemed relevant by the company. Based on this assessment, management has determined that no allowance for credit losses is necessary. The Company writes off receivables when there is information that indicates the debtor is facing significant financial difficulty or there is no possibility of recovery. If any recoveries are made from any accounts previously written off, they will be recognized in income in the year of recovery. The total amount of write-offs for the year ended December 31, 2025 was \$0.

NM FRANCHISE OPERATIONS, LLC AND SUBSIDIARY
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

Note 1 – Summary of Significant Accounting Policies, cont'd

Advertising

Advertising expense was \$771,060, \$581,899 and \$318,677 for the years ended December 31, 2025, 2024 and 2023, respectively. These costs are expensed as incurred and included in Sales and marketing expenses.

Uncertain Tax Positions

The Company has adopted FASB ASC 740-10-25, Accounting for Uncertainty in Income Taxes. The Company will record a liability for uncertain tax positions when it is more likely than not that a tax position would not be sustained if examined by the taxing authority. The Company continually evaluates expiring statutes of limitations, audits, proposed settlements, changes in tax law, and new authoritative rulings. The Company evaluation on December 31, 2025 revealed no uncertain tax positions that would have a material impact on the financial statements. Generally, the Company's tax returns remain open for three years for federal and state income tax examination. The Company does not believe that any reasonably possible changes will occur within the next twelve months that will have a material impact on the financial statements.

Note 2 – Related Party Transactions

The Subsidiary pays a monthly fee to the Parent for the use of the intangible assets and management functions. See Note 5 for more details.

Note 3 – Concentration of Credit Risk

At times, the Company's cash balances may exceed the Federal Deposit Insurance Corporation (FDIC) limit.

Note 4 – Intangibles

The Company has elected to amortize all intangible assets. Management has reviewed each class of intangible assets and assigned useful lives to each. Amortization expense totaled \$71,942, \$59,459, and \$93,237 for the years ended December 31, 2025, 2024 and 2023, respectively. Accumulated amortization was \$640,682, \$568,740, and \$509,281 as of December 31, 2025, 2024 and 2023, respectively. It is the Company's intent to renew all intangible assets subject to renewal.

Estimated aggregate amortization for all intangible assets for the next 5 years is as follows:

Year Ending December 31,

2026	\$ 49,682
2027	18,165
2028	17,465
2029	17,465
2030	13,107

NM FRANCHISE OPERATIONS, LLC AND SUBSIDIARY
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

Note 4 – Intangibles, cont'd

The major classes of intangible assets are as follows:

Asset class:	2025	2024	2023	Useful Life:
Franchise agreements, net of accumulated amortization of \$300,033, \$263,833 and \$227,633	\$61,967	\$98,167	\$134,367	10 years
Covenants not to compete, net of accumulated amortization of \$34,724, \$30,557 and \$26,390	65,276	69,443	73,610	24 years
Best practices lists, net of accumulated amortization of \$83,333, \$73,333 and \$63,333	16,667	26,667	36,667	10 years
Trademarks and other intellectual property, net of accumulated amortization of \$50,199, \$43,201 and \$36,203	89,712	96,710	103,708	20 years
Miscellaneous intangible property, net of accumulated amortization of \$4,167, \$3,667 and \$3,167	833	1,333	1,833	10 years
Website, net of accumulated amortization of \$159,984, \$150,632 and \$149,838	-	9,352	10,146	3 years
Contract costs, net of accumulated amortization of \$8,242, \$3,517 and \$2,717	<u>27,258</u>	<u>483</u>	<u>1,283</u>	5 years
	<u>\$261,713</u>	<u>\$302,155</u>	<u>\$361,614</u>	

Note 5 – Foreign Operations

In determining net earnings of the Subsidiary, a management fee of \$13,729, \$60,000, and \$60,000 for the years ended December 31, 2025, 2024 and 2023, respectively, paid to the Parent within the United States, is deducted. The Subsidiary is in the process of winding down operations and has terminated all franchisee contracts at December 31, 2025.

Note 6 – Concentrations

The Company purchased 67.42%, 80.19% and 97.23% of its inventory from three primary suppliers for the years ended December 31, 2025, 2024 and 2023, respectively.

NM FRANCHISE OPERATIONS, LLC AND SUBSIDIARY
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

Note 7 – Contracts with Customers

Franchise agreements consist of three main sources of revenue for the Company. Revenue from each source is recognized when the Company has satisfied the performance obligations related to that aspect of the agreement. Initial franchise fees, which are due upon signing of the franchise agreement, and renewal fees, which are due upon the renewal date of the agreement, are earned at a point in time when the franchisee signs or renews. Annual franchise fees are due on the anniversary date of the agreement and are earned over the twelve-month period covered by the annual fee based on the contract renewal date. The Company uses a time-based measure to recognize this revenue as the Company satisfies its performance obligation evenly throughout the twelve-month period. Royalty revenues are based on a percentage of sales and recognized at the time the underlying sales occur. Earnings of the Company could follow general economic trends as the services provided by franchisees are non-essential and growth or downturns in the economy could impact the use of these services.

Accounts receivable arising from contracts with customers totaled \$163,443, \$196,837, \$330,046 and \$297,950 at December 31, 2025, 2024, 2023 and 2022, respectively. Contract liabilities consisting of unearned revenue totaled \$134,000, \$91,460, \$162,449 and \$167,022 at December 31, 2025, 2024, 2023 and 2022, respectively.

Initial franchise fees totaled \$315,000, \$240,000 and \$397,500 for the years ended December 31, 2025, 2024 and 2023, respectively.

The Company has an obligation to fulfill return requests on product sales that meet the established guidelines. Management has determined that a provision for product returns cannot be reasonably estimated at this time.

Revenue Streams

The Company recognizes revenues based on the timing of the transfer of goods or services, either at a point in time or over time. Disaggregation information for the years ended December 31 is as follows:

	2025	2024	2023
Recognized at a point in time	\$7,500,938	\$8,114,743	\$7,977,123
Recognized over time	<u>86,000</u>	<u>159,667</u>	<u>250,651</u>
	<u>\$7,586,938</u>	<u>\$8,274,410</u>	<u>\$8,227,774</u>

Note 8 – Other Income (Expense)

The Company has other income reported that is generated by fees paid by franchisees that are unrelated to franchise fees or royalties or paid by third parties under influencer agreements. The total other income was \$81,087, \$220,798 and \$5,035 for the years ended December 31, 2025, 2024 and 2023, respectively. For the year ended December 31, 2024, this amount also includes reimbursement for prior year expenditures from a former parent company totaling \$136,259.

NM FRANCHISE OPERATIONS, LLC AND SUBSIDIARY
Notes to Consolidated Financial Statements
December 31, 2025, 2024 and 2023

Note 9 – Franchising

Information about the number of company-owned and franchised markets is as follows:

	<u>2025</u>	<u>2024</u>	<u>2023</u>
Company-owned markets:			
Purchased	-	-	-
In operation as of December 31	-	-	-
Franchised markets:			
Sold	9	6	12
In operation as of December 31	96	95	97

Note 10 – Employee Benefit Plans

The Company established a 401(k) retirement plan during 2024 which covers all employees who meet the plan's eligibility requirements. The Company made matching contributions of \$38,700 and \$48,324 during the years ended December 31, 2025 and 2024, respectively.

Note 11 – Subsequent Events

In preparing these consolidated financial statements, the Company has evaluated events and transactions for potential recognition or disclosure through April 9, 2026, the date the consolidated financials were available to be issued.

NM FRANCHISE OPERATIONS, LLC
AND SUBSIDIARY

Consolidated Financial Statements
December 31, 2024, 2023 and 2022

**LENAHAN,
SMITH, &
BARGIACHI, P.C.**

Certified Public Accountants

NM FRANCHISE OPERATIONS, LLC
AND SUBSIDIARY

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**LENAHAN,
SMITH &
BARGIACHI, P.C.**

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Independent Auditors' Report

To the Management Committee
of NM Franchise Operations, LLC

Opinion

We have audited the accompanying consolidated financial statements of NM Franchise Operations, LLC and Subsidiary (the Company) which comprise the consolidated balance sheets as of December 31, 2024, 2023 and 2022, and the related consolidated statements of income, changes in equity, and cash flows for the years then ended, and the related notes to the consolidated financial statements.

In our opinion, the consolidated financial statements referred to above present fairly, in all material respects, the financial position of NM Franchise Operations, LLC and Subsidiary as of December 31, 2024, 2023 and 2022, and the results of their operations and their 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. Our responsibilities under those standards are further described in the Auditors' Responsibilities for the Audit of the Consolidated Financial Statements section of our report. We are required to be independent of NM Franchise Operations, LLC and Subsidiary 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.

Responsibilities of Management for the Consolidated Financial Statements

Management is responsible for the preparation and fair presentation of the consolidated 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 consolidated financial statements that are free from material misstatement, whether due to fraud or error.

In preparing the consolidated financial statements, management is required to evaluate whether there are conditions or events, considered in the aggregate, that raise substantial doubt about NM Franchise Operations, LLC and Subsidiary's ability to continue as a going concern within one year after the date that the consolidated financial statements are available to be issued.

Independent Auditors' Report, continued

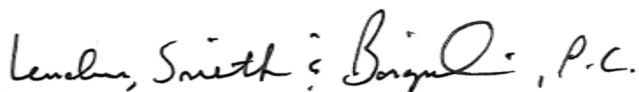
Auditors' Responsibilities for the Audit of the Consolidated Financial Statements

Our objectives are to obtain reasonable assurance about whether the consolidated financial statements as a whole are free from material misstatement, whether due to fraud or error, and to issue an auditors' 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 generally accepted auditing standards 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, including omissions, 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 consolidated financial statements.

In performing an audit in accordance with generally accepted auditing standards, we:

- Exercise professional judgment and maintain professional skepticism throughout the audit.
- Identify and assess the risks of material misstatement of the consolidated 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 consolidated 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 NM Franchise Operations, LLC and Subsidiary'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 consolidated financial statements.
- Conclude whether, in our judgment, there are conditions or events, considered in the aggregate, that raise substantial doubt about NM Franchise Operations, LLC and Subsidiary'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.



Lenahan, Smith and Bargiachi, P.C.

Memphis, Tennessee

April 7, 2025

NM FRANCHISE OPERATIONS, LLC AND SUBSIDIARY
Consolidated Balance Sheets

	Assets		
	2024	December 31, 2023	2022
Current Assets			
Cash	\$ 377,572	\$ 1,107,119	\$ 1,936,681
Accounts receivable	196,837	330,046	297,950
Inventory	1,098,904	705,222	164,937
Due from affiliates	10,351	10,351	34,816
Other receivable	1,755	15,621	2,421
Prepaid expenses	155,959	194,215	20,938
	<u>1,841,378</u>	<u>2,362,574</u>	<u>2,457,743</u>
Property and Equipment			
Equipment	56,730	54,275	41,223
Less: accumulated depreciation	<u>(35,643)</u>	<u>(23,702)</u>	<u>(12,799)</u>
	21,087	30,573	28,424
Other Assets			
Intangible assets, net of accumulated amortization	292,320	350,185	408,050
Website, net of accumulated amortization	9,352	10,146	44,943
Contract costs, net of accumulated amortization	483	1,283	1,858
	<u>302,155</u>	<u>361,614</u>	<u>454,851</u>
Total Assets	<u>\$ 2,164,620</u>	<u>\$ 2,754,761</u>	<u>\$ 2,941,018</u>
Liabilities and Equity			
Current Liabilities			
Accounts payable	\$ 731,940	\$ 876,715	\$ 307,340
Due to affiliates	15,973	9,306	141,763
Credit card payable	61,453	54,275	49,087
Sales tax payable	110,208	157,029	252,903
Unearned revenue	91,460	162,449	167,022
Gift cards outstanding	95,184	93,873	50,139
Accrued expenses	19,096	35,888	7,599
Accrued payroll	20,750	50,086	38,035
	<u>1,146,064</u>	<u>1,439,621</u>	<u>1,013,888</u>
Member's Equity	1,027,237	1,322,917	1,932,143
Accumulated Other Comprehensive Income (Loss)	<u>(8,681)</u>	<u>(7,777)</u>	<u>(5,013)</u>
	1,018,556	1,315,140	1,927,130
Total Liabilities and Equity	<u>\$ 2,164,620</u>	<u>\$ 2,754,761</u>	<u>\$ 2,941,018</u>

See accompanying notes to financial statements.

NM FRANCHISE OPERATIONS, LLC AND SUBSIDIARY
Consolidated Statements of Income

	For the Years Ended December 31,		
	2024	2023	2022
Revenue	\$ 8,274,410	\$ 8,227,774	\$ 7,580,865
Cost of Sales	<u>2,595,720</u>	<u>2,603,503</u>	<u>2,477,992</u>
Gross Profit	5,678,690	5,624,271	5,102,873
Operating Expenses			
Salaries, wages, and benefits	1,837,488	2,067,788	2,139,473
Warehouse	436,836	284,115	322,779
Franchise legal fees	4,033	6,882	11,188
Management fees	-	-	12,000
Sales and marketing	1,137,760	1,373,872	1,069,077
General and administrative	<u>1,385,755</u>	<u>700,949</u>	<u>1,116,712</u>
	4,801,872	4,433,606	4,671,229
Income from Operations	876,818	1,190,665	431,644
Other Income (Expense)			
Other income	220,798	5,035	26,348
Other expense	-	-	(1,478)
Interest expense	(12,150)	-	-
Depreciation	(11,941)	(10,904)	(8,042)
Amortization	<u>(59,459)</u>	<u>(93,237)</u>	<u>(84,020)</u>
	137,248	(99,106)	(67,192)
Income Before Income Tax	1,014,066	1,091,559	364,452
Income Tax	<u>-</u>	<u>-</u>	<u>17,734</u>
Net Income	1,014,066	1,091,559	346,718
Other Comprehensive Income (Loss)			
Foreign currency adjustments	<u>(904)</u>	<u>(2,764)</u>	<u>(1,274)</u>
	<u>(904)</u>	<u>(2,764)</u>	<u>(1,274)</u>
Total Comprehensive Income	<u>\$ 1,013,162</u>	<u>\$ 1,088,795</u>	<u>\$ 345,444</u>

See accompanying notes to financial statements.

NM FRANCHISE OPERATIONS, LLC AND SUBSIDIARY
Consolidated Statements of Changes in Equity

		For the Years Ended December 31,	
	2024	2023	2022
Beginning Balance	\$ 1,322,917	\$ 1,932,143	\$ 1,680,422
Net Income	1,014,066	1,091,559	346,718
Member Distributions	<u>(1,309,746)</u>	<u>(1,700,785)</u>	<u>(94,997)</u>
Ending Balance	1,027,237	1,322,917	1,932,143
Accumulated Other Comprehensive Income			
Beginning Balance	(7,777)	(5,013)	(3,739)
Other Comprehensive Income (Loss)	<u>(904)</u>	<u>(2,764)</u>	<u>(1,274)</u>
Ending Balance	<u>(8,681)</u>	<u>(7,777)</u>	<u>(5,013)</u>
Total Equity	<u>\$ 1,018,556</u>	<u>\$ 1,315,140</u>	<u>\$ 1,927,130</u>

See accompanying notes to financial statements.

NM FRANCHISE OPERATIONS, LLC AND SUBSIDIARY
Consolidated Statements of Cash Flows

	For the Years Ended December 31,		
	2024	2023	2022
Cash Flows From (Used in) Operating Activities			
Net Income	\$ 1,014,066	\$ 1,091,559	\$ 346,718
Adjustments to reconcile net income to net cash from operating activities:			
Amortization	59,459	93,237	84,020
Depreciation	11,941	10,904	8,042
(Increase) decrease in:			
Accounts receivable	133,209	(32,096)	(54,464)
Inventory	(393,682)	(540,285)	(61,114)
Due from affiliates	(55,734)	116,221	(24,761)
Other receivable	13,866	(13,200)	(2,421)
Prepaid expenses	38,256	(173,277)	(779)
(Decrease) increase in:			
Accounts payable	(144,775)	569,375	169,697
Due to affiliates	62,401	(224,213)	22,705
Credit card payable	7,178	5,188	13,777
Sales tax payable	(46,821)	(95,874)	176,139
Unearned revenue	(70,990)	(4,574)	26,122
Accrued expenses	(16,792)	28,289	(19,077)
Accrued payroll	(29,336)	12,051	(143,931)
Gift cards outstanding	1,311	43,734	34,815
Net Cash From (Used in) Operating Activities	583,557	887,039	575,488
Cash Flows From (Used in) Investing Activities			
Website development and design	-	-	(32,310)
Acquisition of trademarks	-	-	(5,555)
Purchase of property and equipment	(2,454)	(13,052)	(7,797)
Net Cash From (Used in) Investing Activities	(2,454)	(13,052)	(45,662)
Cash Flows From (Used in) Financing Activities			
Member distributions	(1,309,746)	(1,700,785)	(477,502)
Net Cash From (Used in) Financing Activities	(1,309,746)	(1,700,785)	(477,502)
Effect of Exchange Rate Changes on Cash	(904)	(2,764)	(1,274)
Increase (Decrease) in Cash	(729,547)	(829,562)	51,050
Cash at Beginning of Year	1,107,119	1,936,681	1,885,631
Cash at End of Year	\$ 377,572	\$ 1,107,119	\$ 1,936,681

See accompanying notes to financial statements.

NM FRANCHISE OPERATIONS, LLC
AND SUBSIDIARY
Notes to Consolidated Financial Statements
December 31, 2024, 2023 and 2022

Note 1 – Summary of Significant Accounting Policies

Principles of Consolidation

The consolidated financial statements include the accounts of NM Franchise Operations, LLC dba NEAT Method (a Delaware Limited Liability Company) and its wholly owned subsidiary, NM Franchise Operations (Canada) LTD. (a Canadian Corporation), collectively referred to as the “Company.” All material intercompany transactions have been eliminated in consolidation.

Organization and Operations

NM Franchise Operations, LLC dba NEAT Method (the Parent), a wholly owned subsidiary of NM Strategies Holdings, LLC, is a State of Delaware limited liability company organized on August 25, 2017. The Parent is governed by its Limited Liability Company Agreement dated August 25, 2017, with no termination date. The member is not liable for the obligations of the Parent.

The Company sells franchise rights to clients who provide professional organization services for residential consumers. Upon execution of a franchise agreement, the Company has an ongoing obligation to maintain and service the intangible assets available for use by the franchisees. The Parent also sells organizational products. Revenue related to the franchise components contributes roughly 31% of total revenue while product related revenue contributes roughly 69% for the year ended December 31, 2024.

Basis of Consolidated Financial Statement Presentation

The Company's policy is to prepare consolidated financial statements in accordance with U.S. generally accepted accounting principles.

Inventory

Inventory is reflected at lower of cost or market, on a first-in, first-out basis. All inventory is finished goods.

Property, Equipment and Depreciation

Property and equipment are stated at cost. Depreciation is computed using the straight-line method. Tangible assets are being depreciated over their useful lives. Major renewals and improvements are capitalized while maintenance and repairs which do not improve or extend the life of the asset are expensed. Depreciation expense totaled \$11,941, \$10,904 and \$8,042 for the years ended December 31, 2024, 2023 and 2022, respectively. Accumulated depreciation was \$35,643, \$23,702 and \$12,799 as of December 31, 2024, 2023 and 2022, respectively.

Asset Class:	Asset Value:	Useful Life:
Equipment	\$ 1,000	5 years
Computer	\$23,839	3 years
Product Mold	\$31,891	5 years

NM FRANCHISE OPERATIONS, LLC
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Note 1 – Summary of Significant Accounting Policies, cont'd

Use of Estimates

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

Income Taxes

As a limited liability company, the Parent's federal taxable income or loss is allocated to the member in accordance with the operating agreement. Therefore, no provision or liability for federal income taxes has been included in the consolidated financial statements. The Parent will file various state income tax returns. All tax returns are subject to examinations by state tax authorities. The Subsidiary is subject to income tax in Canada and will file the appropriate returns.

Cash Flows

The Company considers all highly liquid investments, with a maturity of three months or less at the date of acquisition, to be cash equivalents.

Cash paid for income tax was \$0, \$0, and \$17,734 during the years ended December 31, 2024, 2023 and 2022, respectively.

Fair Value of Financial Instruments

The fair value of the Company's financial instruments, comprised of cash, accounts receivable and accounts payable, approximates recorded value.

Allowance for Credit Losses

Management determines the allowance for credit losses in accordance with FASB ASC 326. The allowance estimate is derived from a review of the Company's historical losses based on the aging of receivables. This estimate is adjusted for management's assessment of current conditions, reasonable and supportable forecasts regarding future events, and any other factors deemed relevant by the company. Based on this assessment, management has determined that no allowance for credit losses is necessary. The Company writes off receivables when there is information that indicates the debtor is facing significant financial difficulty or there is no possibility of recovery. If any recoveries are made from any accounts previously written off, they will be recognized in income in the year of recovery. The total amount of write-offs for the year ended December 31, 2024 was \$20,186.

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Note 1 – Summary of Significant Accounting Policies, cont'd

Advertising

Advertising expense was \$581,899, \$318,677 and \$196,261 for the years ended December 31, 2024, 2023 and 2022, respectively. These costs are expensed as incurred and included in Sales and marketing expenses.

Uncertain Tax Positions

The Company has adopted FASB ASC 740-10-25, Accounting for Uncertainty in Income Taxes. The Company will record a liability for uncertain tax positions when it is more likely than not that a tax position would not be sustained if examined by the taxing authority. The Company continually evaluates expiring statutes of limitations, audits, proposed settlements, changes in tax law, and new authoritative rulings. The Company evaluation on December 31, 2024 revealed no uncertain tax positions that would have a material impact on the financial statements. Generally, the Company's tax returns remain open for three years for federal and state income tax examination. The Company does not believe that any reasonably possible changes will occur within the next twelve months that will have a material impact on the financial statements.

Note 2 – Related Party Transactions

Effective December 31, 2022, Whitmor, Inc. was no longer an affiliate of the Company. The Company has an amount due to its former affiliate, Whitmor, Inc. of \$209,744, \$495,013 and \$205,406 at December 31, 2024, 2023 and 2022, respectively.

The Company paid a monthly management fee to Whitmor, Inc. The total management fees paid were \$0, \$0, and \$12,000 during the years ended December 31, 2024, 2023 and 2022, respectively. The Subsidiary also pays a monthly fee to the Parent for the use of the intangible assets and management functions. See Note 5 for more details.

The Company also purchases substantially all its inventory products from Whitmor, Inc. Total purchases were \$1,017,594, \$1,818,052, and \$1,696,663 during the years ended December 31, 2024, 2023 and 2022, respectively.

Note 3 – Concentration of Credit Risk

At times, the Company's cash balances may exceed the Federal Deposit Insurance Corporation (FDIC) limit.

NM FRANCHISE OPERATIONS, LLC
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Notes to Consolidated Financial Statements
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Note 4 – Intangibles

The Company has elected to amortize all intangible assets. Management has reviewed each class of intangible assets and assigned useful lives to each. Amortization expense totaled \$59,459, \$93,237, and \$84,020 for the years ended December 31, 2024, 2023 and 2022, respectively. Accumulated amortization was \$568,740, \$509,281, and \$416,044 as of December 31, 2024, 2023 and 2022, respectively. It is the Company's intent to renew all intangible assets subject to renewal.

The major classes of intangible assets are as follows:

Asset class:	2024	2023	2022	Useful Life:
Franchise agreements, net of accumulated amortization of \$263,833, \$227,633 and \$191,433	\$98,167	\$134,367	\$170,567	10 years
Covenants not to compete, net of accumulated amortization of \$30,557, \$26,390 and \$22,223	69,443	73,610	77,777	24 years
Best practices lists, net of accumulated amortization of \$73,333, \$63,333 and \$53,333	26,667	36,667	46,667	10 years
Trademarks and other intellectual property, net of accumulated amortization of \$43,201, \$36,203 and \$29,205	96,710	103,708	110,706	20 years
Miscellaneous intangible property, net of accumulated amortization of \$3,667, \$3,167 and \$2,667	1,333	1,833	2,333	10 years
Website, net of accumulated amortization of \$150,632, \$149,838 and \$115,041	9,352	10,146	44,943	3 years
Contract costs, net of accumulated amortization of \$3,517, \$2,717 and \$2,142	<u>483</u>	<u>1,283</u>	<u>1,858</u>	5 years
	<u>\$302,155</u>	<u>\$361,614</u>	<u>\$454,851</u>	

Estimated aggregate amortization for all intangible assets for the next 5 years is as follows:

Year Ending December 31,

2025	\$ 67,551
2026	58,015
2027	41,132
2028	11,165
2029	11,165

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Note 5 – Foreign Operations

During the year ended December 31, 2022, the Subsidiary issued dividends of \$25,000. In determining net earnings of the Subsidiary, a management fee of \$60,000, \$60,000, and \$61,000 for the years ended December 31, 2024, 2023 and 2022, respectively, paid to the Parent within the United States, is deducted.

Note 6 – Contracts with Customers

Franchise agreements consist of three main sources of revenue for the Company. Revenue from each source is recognized when the Company has satisfied the performance obligations related to that aspect of the agreement. Initial franchise fees, which are due upon signing of the franchise agreement, and renewal fees, which are due upon the renewal date of the agreement, are earned at a point in time when the franchisee launches or renews. Annual franchise fees are due on the anniversary date of the agreement and are earned over the twelve-month period covered by the annual fee based on the contract renewal date. The Company uses a time-based measure to recognize this revenue as the Company satisfies its performance obligation evenly throughout the twelve-month period. Royalty revenues are based on a percentage of sales and recognized at the time the underlying sales occur. Earnings of the Company could follow general economic trends as the services provided by franchisees are non-essential and growth or downturns in the economy could impact the use of these services.

Accounts receivable arising from contracts with customers totaled \$196,837, \$330,046, \$297,950 and \$243,486 at December 31, 2024, 2023, 2022 and 2021, respectively. Contract liabilities consisting of unearned revenue totaled \$91,460, \$162,449, \$167,022 and \$140,900 at December 31, 2024, 2023, 2022 and 2021, respectively.

Initial franchise fees totaled \$240,000, \$397,500 and \$52,500 for the years ended December 31, 2024, 2023 and 2022, respectively.

The Company has an obligation to fulfill return requests on product sales that meet the established guidelines. Management has determined that a provision for product returns cannot be reasonably estimated at this time.

Revenue Streams

The Company recognizes revenues based on the timing of the transfer of goods or services, either at a point in time or over time. Disaggregation information for the years ended December 31 is as follows:

	2024	2023	2022
Recognized at a point in time	\$8,114,743	\$7,977,123	\$7,295,874
Recognized over time	<u>159,667</u>	<u>250,651</u>	<u>284,991</u>
	<u>\$8,274,410</u>	<u>\$8,227,774</u>	<u>\$7,580,865</u>

NM FRANCHISE OPERATIONS, LLC
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Note 7 – Other Income (Expense)

The Company has other income reported that is generated by fees paid by franchisees that are unrelated to franchise fees or royalties or paid by third parties under influencer agreements. The total other income was \$220,798, \$5,035 and \$26,348 for the years ended December 31, 2024, 2023 and 2022, respectively. For the year ended December 31, 2024, this amount also includes reimbursement for prior year expenditures from a former parent company totaling \$136,259.

Note 8 – Franchising

Information about the number of company-owned and franchised markets is as follows:

	<u>2024</u>	<u>2023</u>	<u>2022</u>
Company-owned markets:			
Purchased	-	-	-
In operation as of December 31	-	-	-
Franchised markets:			
Sold	6	12	4
In operation as of December 31	95	97	93

Note 9 – Employee Benefit Plans

The Company established a 401(k) retirement plan during 2024 which covers all employees who meet the plan's eligibility requirements. The Company made matching contributions of \$48,324 during the year ended December 31, 2024.

Note 10 – Subsequent Events

In preparing these consolidated financial statements, the Company has evaluated events and transactions for potential recognition or disclosure through April 7, 2025, the date the consolidated financials were available to be issued.

EXHIBIT B
FRANCHISE AGREEMENT

NM FRANCHISE OPERATIONS, LLC

FRANCHISE AGREEMENT

THIS FRANCHISE AGREEMENT (the “Agreement”) is made on _____ (the “Effective Date”), by and between NM Franchise Operations, LLC, a Delaware limited liability company, having a principal office at 8 White Birch, Littleton, CO 80127 (hereinafter referred to as “NEAT”) and _____, a _____, having a principal office at _____ and (hereinafter referred to as “Franchisee”). Collectively, NEAT and Franchisee are referred to as the “Parties” or individually as a “Party”.

RECITALS

WHEREAS, NEAT is in the business of providing personal organizing services throughout the country, and, as the result of specific industry knowledge, contacts and branding and the expenditure of time, skill, effort and money, owns the right to use and continue to develop a distinctive system (the “System”) to provide personal organizing services and has established substantial goodwill in the personal organizing industry;

WHEREAS, NEAT identifies the System by certain trade names, service marks, trademarks, emblems and indicia of origin, including, but not limited to, the federally registered trademark **NEAT METHOD®** and such other trade names, service marks and trademarks as are now designated (and may hereafter be designated by NEAT in writing) for use in connection with the System (the “Licensed Marks”);

WHEREAS, Franchisee seeks to use the System in its own business (the “Franchised Business”) that solicits clients and performs personal organizing services for those clients within the Protected Territory, as defined below; and

WHEREAS, NEAT and Franchisee desire to enter into this Agreement granting Franchisee the right to use the System and the Licensed Marks and to operate the Franchised Business on the terms set forth in this Agreement.

NOW, THEREFORE, for good and valuable consideration receipt of which is hereby acknowledged, the Parties hereto agree as follows:

ARTICLE I: GRANT OF FRANCHISE RIGHTS

1. **Grant of Franchise; Protected Territory; Reservation of Rights**

(a) Subject to the terms of this Agreement, NEAT grants Franchisee certain rights and license within an non-exclusive, designated geographic area (the “Protected Territory”) (as described on Schedule C of this Agreement.), to operate the Franchised Business using the System, including the right to use all of the products, services and intellectual property associated with the System, and any products, services or intellectual property created for the System during the Term of this Agreement. Franchisee shall not solicit clients or provide services to clients located outside of the Protected Territory unless authorized in writing by NEAT. Other Franchisees may not provide services to clients within your Protected Territory without the written consent from NEAT.

(b) Franchisees in the following major metropolitan cities will not have a Protected Territory: Chicago and New York City.

(c) Notwithstanding the rights granted to Franchisee under this Agreement, NEAT reserves the right, at its sole discretion, to: (i) market and sell products and services into the Protected Territory through alternate channels of distribution, including without limitation the internet and other online platforms; and (ii) provide services to certain clients who either (x) request services be provided directly by a NEAT representative or (y) NEAT determines will generate unique goodwill for the System and the Licensed Marks such as celebrities or other influential clients. Franchisee, at Franchisor's discretion, may be asked to provide such services and may be compensated if NEAT exercises any of these rights. Except for the rights reserved in this paragraph by NEAT, NEAT shall not solicit or sell any products or services to any client of Franchisee during the term of this Agreement.

(d) All rights not expressly granted to Franchisee, including without limitation, any rights outside of the Protected Territory, are expressly reserved by NEAT.

2. **Service Revenue.** Franchisee agrees and acknowledges that the rights granted under this Agreement are contingent upon Franchisee generating income and diligently performing services in accordance with the standards established by NEAT (the "Service Revenue"), the current version of which is attached hereto as Schedule B. NEAT will assess Franchisee's Service Revenue target on ~~an annual, calendar~~ quarterly basis. If Franchisee meets or exceeds Franchisee's previous ~~year's~~ quarter's Service Revenue target, Franchisee may be eligible to move up a Tier and, accordingly, pay a lower percentage Royalty Fee for the next ~~calendar year~~ quarter. If Franchisee fails to achieve the Service Revenue, NEAT will have the right to either (a) revoke the right to the Protected Territory granted to Franchisee or (b) declare a material default of this Agreement and terminate this Agreement.

3. **Approved Services.** The right and license granted to Franchisee by this Franchise Agreement is limited to the right to provide the personal organizing services (the "Approved Services") set forth in the Operations Manual (as defined below in Article III). The Approved Services will generally include, but not necessarily be limited to, personal organizing and other related services, but NEAT reserves the right to change or modify the Approved Services at any time.

4. **Product Purchase Requirement.** NEAT requires Franchisee to purchase a minimum amount of NEAT Method product every calendar year that must equal the lesser of (a) 10% to 20% Franchisee's total Service Revenue from the operation of the Franchised Business for that calendar year or (b) 30% to 40% of Franchisee's total expenditures on product purchases of any kind for that calendar year for the Franchised Business (the "Minimum Purchase Requirement"). NEAT reserves the right to increase Franchisee's Minimum Purchase Requirement by not more than 25% per year, upon 30 days' written notice to Franchisee. Franchisee will receive a commission equal to 20% on Franchisee's purchases of NEAT Method purchases from NEAT. The amount of these commissions are subject to change and ~~will~~ may be deducted from the amount of Franchisee's required payment for Royalty Fees each month ~~or paid to Franchisee monthly~~. If Franchisee does not meet the Minimum Purchase Requirement, NEAT reserves the right to charge Franchisee for the difference between the required amount and the actual amount Franchisee purchases from NEAT.

5. **Term.** The initial term of this Agreement shall be for five years from the Effective Date of this Agreement ("Initial Term") and may be renewed by Franchisee for additional five year terms (each, an "Extension Term") if Franchisee complies with the renewal process in Article 1, Section 5. Collectively, the Initial Term and any Extension Term shall be referred to as the "Term".

6. **Renewal.** If, upon expiration of the Initial Term (or any Extension Term), Franchisee provides written notice to NEAT of Franchisee's desire to renew this Agreement at least one hundred twenty (120) days before the expiration of this Agreement, then NEAT will determine whether or not Franchisee has

substantially complied with the material terms of this Agreement and will provide written notice to Franchisee of its determination at least ninety (90) days before the expiration of this Agreement. If NEAT does not receive written notice of Franchisee's desire to renew at least one hundred twenty (120) days before the expiration of this Agreement, it shall expire at the end of such Term. As conditions of such renewal, NEAT will require Franchisee to pay the \$5,000 Renewal Fee and execute NEAT's then-current form of Franchise Agreement that NEAT then customarily uses in the grant of new franchises (with appropriate modifications to reflect the fact that the agreement relates to the grant of a renewal franchise), and which may contain terms and conditions which are materially different from those in Franchisee's previous Franchise Agreement(s), such as, but without limitation, increases in and/or modifications to the Service Revenue, changes to the Protected Territory and fees. If Franchisee does not sign a new agreement prior to the expiration of this Agreement and continues to accept the benefits of this Agreement after expiration, then, at the option of NEAT, this Agreement may be treated either as (a) expired as of the date of expiration, with Franchisee then operating a franchise without the right to do so and in violation of NEAT's rights or (b) continued on a month-to-month basis (the "Interim Period") until NEAT or Franchisee provides the other party with written notice of such party's intention to terminate the Interim Period, in which case the Interim Period will terminate thirty (30) days after receipt of the notice to terminate the Interim Period. In the latter case, all obligations of Franchisee shall remain in full force and effect during the Interim Period as if this Franchise Agreement had not expired, and all obligations and restrictions imposed upon Franchisee on the expiration of this Franchise Agreement shall be deemed to take effect upon the termination of the Interim Period.

ARTICLE II: RELATIONSHIP OF THE PARTIES

1. **Status of Franchisee.** The Parties agree that the Franchisee and its employees, personnel, agents, contractors and assigns are not employees, partners, agents or representatives of NEAT. Franchisee is not entitled to any of the rights or benefits afforded to NEAT's employees, including disability or unemployment insurance, workers' compensation, medical insurance, sick leave, or any other employment benefit. Franchisee is responsible for providing, at its own expense, disability, unemployment, and other insurance, workers' compensation, training, permits, and licenses for its employees, agents, contractors and assigns. Neither Party shall do anything that would jeopardize the relationship of "independent contractor" between NEAT and Franchisee. It is understood and agreed by the Parties that this Agreement does not create a fiduciary relationship between them and that the Franchised Business is owned and operated by Franchisee independent of NEAT, but that the terms and conditions of this Franchise Agreement are necessary and critical to protect and maintain the goodwill associated with the System and the Licensed Marks. Franchisee must identify itself in all dealings with clients, contractors, suppliers, public officials and others as the independent owner and operator of the Franchised Business under a franchise from NEAT.

2. **Franchisee Expenses.** Franchisee shall be responsible for and pay all of its own expenses related to the Franchised Business including, without limitation, the following: (a) license and business fees; (b) transportation expenses; (c) long distance telephone charges; (d) entertainment expenses; (e) membership dues in professional associations; (f) charges for other services provided for the benefit of personnel, including, but not limited to, maps, business cards, personal brochures, and other promotional and sales tools; (g) advertising placed by Franchisee and advertising placed by NEAT for the specific benefit of Franchisee (provided such advertising expenses are approved by Franchisee); (h) attorney, accountant, consultant or other professional services procured by Franchisee; (i) signs; (j) insurance, including errors and omissions, general business, automobile liability and property damage insurance; (k) income taxes; (l) NEAT follow-up services for Franchisee's own benefit; and/or (m) all other expenses related to the Franchised Business. For purposes of clarity and the avoidance of doubt, NEAT may incur expenses on behalf of Franchisee but shall not have any obligation to do so.

3. **Taxes.** Franchisor has no liability for any sales, use, excise, gross receipts, property or other taxes, whether levied upon Franchisee, the Franchised Business or its assets, or upon Franchisor in connection with sales made, services performed or business conducted by Franchisee. Franchisee agrees to pay its own

taxes. Franchisee shall reimburse NEAT should Franchisee fail to pay any required federal, state or local taxes, which are then paid by NEAT, provided, however, NEAT shall not be obligated to pay any taxes of Franchisee pursuant to this Agreement or otherwise.

4. **No Authority.** Franchisee understands and agrees that nothing in this Agreement authorizes Franchisee to make any contract, agreement, warranty or representation on Franchisor's behalf, or to incur any debt or other obligation in Franchisor's name and that Franchisor shall not have any liability for, or be deemed liable as a result of, any action or omission by Franchisee in the conduct of its business pursuant to this Agreement or any claim or judgment arising therefrom.

5. **Agents, Personnel & Independent Contractors.** Franchisee shall have the right to appoint suitable and desirable agents, personnel, and contractors, and Franchisee shall be solely responsible for those persons and their acts. Franchisee is encouraged, at his/her own discretion, to conduct background checks on any such individual appointed to assist in the business activities of the Franchise. Compensation of such persons shall be Franchisee's sole responsibility, and no agent, personnel, or Independent Contractor shall have any claim against NEAT for salaries, commissions, items of cost, or other form of compensation or reimbursement.

7. **No Liability for NEAT for Operations of Franchised Business.** Due to the independent ownership and operation of the Franchised Business by Franchisee and the representations by Franchisee to the public of Franchisee's independent ownership and operation of the Franchised Business, Franchisee agrees that NEAT is not obligated for any damages to any person or property directly or indirectly arising out of the operation of the Franchised Business. Franchisee shall indemnify, defend and hold harmless NEAT, and its affiliates, employees, and agents, against any losses or damages sustained by any of them based upon any claim made in connection with Franchisee's ownership or operation of the Franchised Business. If any action is initiated based on a claim that is subject to indemnification under the preceding sentence, NEAT shall notify Franchisee of such action, and Franchisee shall have the right to assume the defense (or cause a defense to be provided) at Franchisee's expense. If Franchisee fails or neglects to defend the action in a timely manner, NEAT may defend the action, and any expenses, including reasonable attorneys' fees which are paid or incurred in defending the action, and the amount of any judgment that it may be required to pay, must be promptly reimbursed upon demand.

ARTICLE III: OPERATION OF FRANCHISED BUSINESS

1. **Time for Opening.** Franchisee is required to open and begin operation of the Franchised Business within 90 days of the Effective Date of this Agreement. Failure to open the Franchised Business within 90 days of the Effective Date of this Agreement may result in termination of this Agreement.

1.2. **Representative.** If Franchisee is an entity, upon execution of this Agreement, Franchisee must designate an individual to serve as the Representative of Franchisee who is fully authorized to act on behalf of Franchisee in all transactions with Franchisor (the "Representative").

2.3. **Operations Manual.** During the Term of this Agreement, NEAT will provide Franchisee with a set of operations manuals, handbooks and other materials (collectively, the "Operations Manual") for the operation of the Franchised Business.

3.4. **Products and Services.** Franchisee understands the importance of maintaining uniformity of the Approved Services and complying with NEAT's required standards and specifications relating to the operation of the Franchised Business. In order to protect the System and the goodwill associated with the Licensed Marks, Franchisee shall solicit orders from clients using NEAT's Pricing Terms and Service Contract, each as defined below. Franchisee acknowledges and agrees that NEAT shall have the right to restrict Franchisee's ability to purchase products from suppliers not previously approved by NEAT.

4.5. Pricing Terms. In accordance with applicable law, NEAT reserves the right to establish, maximum, minimum or other requirements with respect to the pricing, charges, and terms Franchisee sells its products and services to its clients (“Pricing Terms”).

5.6. Service Contract. As part of the Operations Manual, NEAT shall supply Franchisee with a form of service contract (“Service Contract”) for Franchisee’s engagements with its clients. Franchisee, in its discretion, may amend or revise the Service Contract to fit its particular needs provided any changes or revisions to the Service Contract are enforceable and do not violate any local, state or federal laws. It is Franchisee’s sole obligation to ensure the Service Contract is consistent with all local, state and federal laws. Franchisee shall obtain a signed Service Contract from each client before providing products or service to such client and shall submit each signed Service Contract to NEAT in accordance with the Operations Manual. Franchisee is required to use NEAT’s designated Customer Relationship Management (“CRM”) software for all client agreement invoicing, which must include all client data and information and must be updated by the last day of each month. Through Franchisee’s use of NEAT’s designated CRM software, NEAT may have independent access to Franchisee’s sales data. By the last day of each month, Franchisee shall submit a monthly report to NEAT itemizing the Service Revenue for the previous monthly reporting period and the calculation of the Royalty Fee for that period. NEAT reserves the right to specify or modify the methods of the ways that Franchisee must manage and report their financial processes and/or reports.

6.7. Client Billing. Franchisee shall be responsible for all billing and invoicing of its clients in accordance with the Operations Manual and all applicable, federal, state and local laws. Franchisee shall choose the method and terms of its invoicing policy and shall remain liable for all taxes, including without limitation any excise, sales or income taxes, as set forth above. In order to maintain quality control and for purposes of accounting, Franchisee agrees to submit a signed copy of each Service Contract to NEAT in accordance with the procedure in the Operations Manual.

7.8. Assumed Name. So long as Franchisee satisfies the Service Revenue and otherwise maintains the rights in the Protected Territory, Franchisee must use “NEAT Method” as an assumed name (i.e. file for a DBA, fictitious business name, etc.) in the Protected Territory during the term of this Agreement. Franchisee may, at its own expense, register such right with an applicable government agency in order to comply with federal, state and local laws. If Franchisee registers the assumed name with a government agency, Franchisee shall terminate or cancel said registration upon the expiration or termination of this Agreement, for any reason whatsoever, or upon its loss of rights in the Protected Territory. In the event Franchisee fails to cancel or terminate the registration, Franchisee hereby appoints NEAT as its attorney in fact for the purpose of making such cancellation or termination.

8.9. Modifications to the System. NEAT may from time to time modify any components of the System and the requirements applicable to Franchisee by means of modifications to the Operations Manual or otherwise, including: (1) altering the products, services, programs, methods, standards, accounting and computer systems, forms, policies and procedures of the System; (2) adding to, deleting from or modifying the Approved Services; and (3) changing, improving, modifying or substituting for the Licensed Marks. Franchisee agrees to implement, at its sole cost and expense, any such System modifications as if they were part of the System at the time Franchisee signed this Agreement.

9.10. No Employment Relationship. Franchisee agrees and acknowledges that NEAT shall have no employment or contractual relationship with any personnel of Franchisee, and each and every personnel who provides services as part of the Franchised Business shall remain employed by, or under contract with, Franchisee at all times that such personnel is providing services as part of the Franchised Business during the Term. Franchisee is responsible for paying all income taxes, including estimated taxes, and agrees to hold harmless and indemnify NEAT for any claims, costs, losses, fees, penalties, interest, or damages suffered by NEAT resulting from Franchisee or any of its personnel’s failure to comply with this provision. Franchisee agrees to provide workers’ compensation insurance for Franchisee’s employees and agrees to

hold harmless and indemnify NEAT for any and all claims arising out of any injury, disability, or death of any of Franchisee's employees, personnel or agents.

10.11. Qualifications of Franchisee's Personnel. Franchisee represents that each of its personnel has the qualifications and skills necessary to perform the services in a competent, professional manner. Franchisee shall cause each of Franchisee's personnel to complete NEAT's standard NEAT Method Intake Form included in the Operations Manual prior to the commencement of any services by such personnel to verify such qualifications and skills and to protect the System and the goodwill associated with the Licensed Marks. Franchisee shall also cause each of Franchisee's personnel to complete training using NEAT's training system and materials.

11.12. Method of Performing Services. Franchisee will determine the method, details, and means of performing the Approved Services and agrees to cause its personnel to devote as much time as is necessary to perform all of the services required under each Service Contract using tools, materials, and equipment supplied by Franchisee.

12.13. Continuing Education and Events Fee. Franchisee must pay to NEAT \$40/month to cover the costs of franchisee conventions, conferences, and virtual and regional meetings, which may occur at any interval NEAT designates (the "Continuing Education and Events Fee"). NEAT reserves the right to increase the Continuing Education and Events Fee by not more than 25% per year. If NEAT organizes a franchisee summit (and/or other required corporate events for franchisees), Franchisee, or if Franchisee is an entity, Franchisee's Representative, must attend unless approval not to attend is expressly requested and received. Franchisee shall be obligated to pay the Continuing Education and Events Fee even if Franchisee does not attend any given conference, meeting, or event.

ARTICLE IV: MARKETING RIGHTS

1. Selling Aids, Supplies, and Promotion. NEAT shall supply to Franchisee, at Franchisee's sole expense, reasonable quantities of NEAT's advertising and sales literature, as designed and made available by NEAT, which would be helpful in securing clients ("Marketing Materials"). Such Marketing Materials may be in the form of computer files (i.e. PDF, JPG) which Franchisee shall have the right to use and duplicate solely in connection with the Franchised Business during the Term. Subject to the prior written approval of NEAT, which approval will not be unreasonably withheld, Franchisee shall have right to create the following items for use in their Protected Territory using the Licensed Marks: (a) marketing collateral; and (b) sales and advertising outlets.

22. Advertising Fund. NEAT has established an advertising fund for marketing, developing, and promoting the System, the Licensed Marks, and Franchised Businesses ("Advertising Fund"). Franchisee is required to contribute 1% of the Franchised Business's monthly gross Service Revenue to the Advertising Fund during the term of the Franchise Agreement ("Advertising Fund Contribution"). NEAT may increase the Advertising Fund Contribution up to 3% upon 30 days' written notice. NEAT is not required to have the Advertising Fund audited, but may do so and use the Advertising Fund Contributions to pay for such audit. NEAT will prepare an unaudited, annual statement of Advertising Fund Contributions and costs and, upon Franchisee's reasonable written request, provide it to Franchisee within 180 days after NEAT's fiscal year end.

3. Local Advertising Requirement. Franchisee is required to participate in grassroots advertising in the Protected Territory, such as hosting and engaging in community events and partner meetings. Franchisor does not currently set a minimum local advertising spend requirement but reserves the right to do so in the future upon 30 days' notice to Franchisee.

34. Assistance. NEAT shall, as reasonably requested by Franchisee, (a) render advice to Franchisee in connection with Franchisee's solicitation of clients for the Franchised Business; and (b) familiarize

Franchisee with the operation of the System. NEAT may also provide guidance and assistance, from time-to-time, in the form of materials, webinars, classes, workshops or other assistance of an *ad hoc* basis.

45. Website. NEAT reserves the sole right to advertise the System and to sell products and services on the Internet and to create, operate, maintain and modify, or discontinue the use of, a website using the Licensed Marks. As of the date of this Agreement, NEAT has registered the domain name and established an operational website located at www.neatmethod.com which will list the biography and contact information for each person providing services on behalf of the Franchised Business. Franchisee may also be offered the opportunity to participate in updating websites, blogs or social media accounts belonging to NEAT. Except as authorized by the Operations Manual or as otherwise approved in writing by NEAT, Franchisee shall not: (i) link or frame NEAT's website; (ii) conduct any business or offer to sell or advertise any products or services on the Internet (or any other existing or future form of electronic communication) including email marketing or other digital marketing; (iii) create or register any internet domain name in connection with the Franchised Business; (iv) use any e-mail address which NEAT has not authorized for use in operating the Franchised Business; or (v) conduct any activity on social media or social networking platforms. Franchisee acknowledges that NEAT is the lawful and sole owner of all domain names registered by NEAT.

56. Inquiries. NEAT will make reasonable efforts to forward to Franchisee any inquiry regarding NEAT's products and services received by NEAT from any potential or actual client within the Protected Territory.

67. Customer Data. Franchisee acknowledges and agrees that NEAT is the sole owner of all client or client data produced by or otherwise contained in any database and/or computer software system used in connection with the operation of the Franchised Business (collectively, the "Customer Data"), whether located at the Franchised Business or otherwise, including without limitation, client lists, although Franchisee will be responsible for obtaining all client consents necessary to allow NEAT to use the Customer Data for various purposes as NEAT periodically may determine in its sole discretion.

ARTICLE V: PROPRIETARY RIGHTS

1. Licensed Marks. Franchisee acknowledges and agrees that (a) NEAT holds exclusive ownership of the Licensed Marks and all usage and goodwill is for the benefit of NEAT, (b) other than registering as an assumed name for the operation of the Franchised Business, Franchisee may not use any Licensed Mark as part of any corporate or trade name or with any prefix, suffix or other modifying words, terms, designs or symbols, or in any modified form, nor may Franchisee use any Licensed Mark in the sale of any unauthorized product or service or in any other manner NEAT does not expressly authorize in writing, (c) Franchisee has no interest or ownership rights whatsoever in or to the Licensed Marks, (d) Franchisee's right to use the Licensed Marks is derived solely from this Agreement and is limited to the conduct of its Franchised Business pursuant to and in compliance with this Agreement and all applicable specifications, standards and operating procedures prescribed by NEAT during the Term, and (e) NEAT owns any and all goodwill associated with Franchisee's use of the Licensed Marks. Any unauthorized use of the Licensed Marks by Franchisee constitutes an infringement of the rights of NEAT in and to the Licensed Marks. Upon termination of this Agreement for any reason, Franchisee agrees to cease its use of the Licensed Marks. Franchisee will not, at any time during the Term or after its termination or expiration, contest the validity or ownership of any of the Licensed Marks or assist any other person in contesting the validity or ownership of any of the Licensed Marks. To the extent there is a possibility of any adverse publicity or public relations as a result of Franchisee's operation of the Franchised Business or as a result of Franchisee's acts or omissions that could adversely impact the Licensed Marks, NEAT shall have the right at its election to solely control any related crisis management efforts and communications. If it becomes advisable at any time to modify, or discontinue the use of, any Licensed Mark, Franchisee shall comply with NEAT's directions within a reasonable time after notice by NEAT and shall be responsible for costs and expenses to comply with this obligation.

2. **New Developments.** Franchisee grants to NEAT a perpetual, royalty-free, transferable, non-exclusive license throughout the world to use any and all designs, plans, reports, specifications, drawings, inventions, processes, and other information or items developed or produced by Franchisee during the Term that arise from or related to the System ("New Developments"). Franchisee shall fully disclose any New Developments to NEAT and shall obtain NEAT's approval for the use of such New Developments. In the event NEAT determines that a New Development should become part of the System, Franchisee shall transfer all of its rights in the New Development to NEAT. NEAT shall have the right to apply for additional intellectual property protection for any such New Development, and Franchisee shall cooperate with NEAT in securing such protection. In return, NEAT shall authorize Franchisee to use any New Development that may be developed by NEAT or other franchisees or licensees that become part of the System. Franchisor, in its sole discretion, may pay Franchisee a reasonable royalty for New Developments that become part of the System.

3. **Confidential Information.** NEAT possesses confidential information (the "Confidential Information") related to its methods, procedures, information, and experience operating the System including client requirements and lists, marketing library, photo portfolio, virtual courses, products, services and prices, and NEAT furnishes such information to Franchisee for use in the Franchised Business. Franchisee will, and will cause its personnel, agents, contractors and assigns to, keep this Confidential Information in the strictest confidence, and protect the confidentiality of the Confidential Information in the same manner as Franchisee's own confidential information is protected. Franchisee agrees: (1) not to disclose any Confidential Information by any means to any person except with NEAT's approval; (2) not to use the Confidential Information in any other business or capacity; (3) not to make unauthorized copies of any portion of the Confidential Information disclosed in written or electronic form; and (4) to adopt and implement all reasonable procedures prescribed by NEAT to prevent unauthorized use or disclosure of the Confidential Information. Immediately upon termination of this Agreement, Franchisee will return any Confidential Information in Franchisee's possession to NEAT. Nothing in this Agreement shall prohibit or limit the disclosure or use of information (i) previously known without breaching any confidentiality obligation with respect to such information, (ii) independently developed, (iii) acquired from a third Party which is not under any confidentiality obligation with respect to such information, or (iv) which is or becomes publicly available through no breach of this Agreement.

4. **Restrictive Covenants.**

(a) **Solicitation of Clients.** Neither Franchisee, nor any of its subsidiaries, affiliates, personnel, or other agents, will, either directly or indirectly solicit, entice, induce, or call on any clients of NEAT or any of its franchisees or licensees, during the Term of this Agreement and for a period of two (2) years following termination, expiration, or nonrenewal of this Agreement as it relates to providing professional home organization services.

(b) **Solicitation of Employees.** Neither the Franchisee, nor any of its subsidiaries, affiliates, personnel, or other agents, will, either directly or indirectly solicit, entice, or induce any employee, Independent Contractor, or agent of NEAT to leave NEAT or to stop performing services for NEAT either during the Term of this Agreement and for a period of two (2) years following termination, nonrenewal, or expiration of this Agreement for any reason whatsoever. Further, neither Franchisee, nor any of its subsidiaries, affiliates, employees, or other agents, will, either directly or indirectly hire, employ, or engage the services of (other than pursuant to the terms of this Agreement) any employee, Independent Contractor, or agent of NEAT either during the Term of this Agreement or for a period of two (2) years following termination or expiration of this Agreement for any reason whatsoever.

(c) **Competing Businesses.** During the Term of this Agreement, neither Franchisee, nor any of its subsidiaries, affiliates, personnel, or other agents, will, either directly or indirectly, own, maintain, operate, advise, assist, make loans to, provide services in any capacity to, engage in, or have any other financial or beneficial interest in, any Competitive Business. For a period of two (2) years following termination,

nonrenewal, or expiration of this Agreement for any reason whatsoever, neither Franchisee, nor any of its subsidiaries, affiliates, employees, or other agents, will, either directly or indirectly, own, maintain, operate, advise, assist, make loans to, provide services in any capacity to, engage in, or have any other financial or beneficial interest in, any Competitive Business that is located within or that is intended to be located within the Protected Territory or within 50 miles of the Protected Territory or that is located within or that is intended to be located within the Protected Territory of any other NEAT METHOD® business or within 50 miles of the protected territory for any other NEAT METHOD® business. For purposes of this Agreement, a “Competitive Business” means any business that provides any Approved Service or provides professional organizing services for residential clients or otherwise operates in any manner similar to a NEAT METHOD® business.

(d) **Acknowledgement by Franchisee.** Franchisee acknowledges and agrees that (i) each of the foregoing covenants are reasonable as to time, area and scope and do not impose a greater restraint than is necessary to protect the goodwill of NEAT and should be construed as independent of any other covenant or provision of this Agreement and (ii) any breach of any of these covenants will cause irreparable harm to NEAT. If any court or agency having valid jurisdiction determines all or any portion of any of the foregoing covenants is unreasonable or unenforceable in a final unappealed decision to which NEAT is a party, Franchisee expressly agrees to be bound by any lesser covenant subsumed within the terms of the covenant that imposes the maximum duty permitted by law, as if the resulting covenant were separately stated in and made a part of this Article IV.

(e) **Non Disparagement.** Franchisee’s use of the System and the Licensed Marks is subject to Franchisee not taking any action which would defame, disparage or otherwise damage the business or reputation of the System, the Licensed Marks, NEAT or any of its employees, agents, assigns or affiliates.

5. **Equitable Relief.** The Parties acknowledge and agree that in the event of a breach or threatened breach of any of the provisions of this Article, the non-breaching party will have no adequate remedy in damages and, accordingly, shall be entitled to an injunction against such breach or threatened breach; provided, however, that no specification of a particular legal or equitable remedy shall be construed as a waiver, prohibition or limitation of any legal or equitable remedies in the event of a breach hereof.

6. **Survival.** The terms of this Article shall survive any termination or expiration of this Agreement.

ARTICLE VI: FEES; BOOKS AND RECORDS

1. **Initial Fee.** Franchisee shall pay NEAT an initial franchise fee (the “Initial Fee”) equal to Thirty Thousand Dollars (**\$30,000 USD**). The Initial Fee will be invoiced to Franchisee upon execution of this agreement. The Initial Fee is non-refundable and considered fully earned by NEAT upon the signing of this Agreement.

2. **Renewal Fee.** If Franchisee complies with Article 1, Section 16, of this Agreement and NEAT determines Franchisee is eligible for renewal, on each term renewal, Franchisee shall pay NEAT a Renewal (the “Renewal Fee”) equal to Five Thousand Dollars (**\$5,000.00 USD**). The Renewal Fee is fully earned by NEAT upon each renewal date of this Agreement. Franchisee will be required to sign and agree to the most updated Franchise Agreement at the time of any renewal. 3.

3. **Royalty Fee.** On a monthly basis, Franchisee shall pay NEAT a royalty fee (the “Royalty Fee”) which will be calculated as a percentage of Service Revenue in accordance with Schedule D. The term “Service Revenue” means the aggregate amount of total service billed in a given month, including all charges for services performed, by the Franchised Business but does not include product sales. Franchisee shall remit payment to NEAT of the Royalty Fee no more than fifteen (15) days after the last day of each month in which Franchisee completes the service. Beginning on the thirteenth (13th) month after Franchisee opens for business, Franchisee is required to pay a minimum Royalty Fee of at least \$500 per month. NEAT

will assess Franchisee's Service Revenue target on ~~an annual, calendar~~ quarterly basis. If Franchisee meets or exceeds Franchisee's previous ~~year's~~ quarter's Service Revenue target, Franchisee may be eligible to move up a Tier and, accordingly, pay a lower percentage Royalty Fee for the next ~~calendar year~~ quarter.

4. **Franchise Management System; Technology Fee.** Franchisor reserves the right, upon 30 days' advance written notice, to implement a new franchise management system and to charge Franchisee a monthly technology fee, in an amount of \$250 per month for a single owner market or \$300 per month for partnerships/dual owner markets, each subject to increase by not more than 25% each year, to pay for certain aspects of any required computer system and/or software ("Technology Fee"). Upon implementation of the Technology Fee, Franchisor reserves the right to designate and/or change the amount, scope, or manner of payment of the Technology Fee, including the party to whom payment is made.

5. **Books and Records.** Franchisee shall keep complete and accurate books and records in accordance with generally accepted accounting principles to determine the amount of the Royalty Fee owed to NEAT. Franchisee is required to use NEAT's designated CRM software for all client agreement invoicing, which must include all client data and information and must be updated by the last day of each month. Through Franchisee's use of NEAT's designated CRM software, NEAT may have independent access to Franchisee's sales data. By the last day of each month, Franchisee shall submit a monthly report to NEAT itemizing the Service Revenue for the previous monthly reporting period and the calculation of the Royalty Fee for that period. NEAT reserves the right to specify or modify the methods of the ways that Franchisee must manage and report their financial processes and/or reports. NEAT also reserves the right to require Franchisee to furnish profit and loss (P&L) statements.

6. **Audit Rights.** Franchisee shall maintain records necessary for the computation of amounts payable to NEAT under this Agreement for a period of five (5) years after such amounts are paid. Such records shall be open to audit and inspection by an auditor selected by NEAT to which Franchisee has no reasonable objection during regular business hours of Franchisee. Such records shall only be used by NEAT or its agents to determine the accuracy of the Royalty Fee paid and reports submitted. NEAT shall bear the expenses of the auditor it selects, however, in the event that an audit shows nonpayment or underpayment of five percent (5%) or more, then Franchisee shall immediately reconcile any nonpayment or underpayment and shall reimburse NEAT for its actual costs associated with the audit.

7. **Method of Payment.** Franchisee is required to pay the Royalty Fee, Advertising Fund Contribution, Technology Fee, and Continuing Education and Events Fee to NEAT via electronic funds transfer ("EFT") or similar means, as NEAT designates. Franchisee is required to complete the EFT authorization (in the form designated by NEAT). NEAT may require an alternative payment method for any fees or amounts owed to NEAT or NEAT's affiliates under this Agreement.

ARTICLE VII: TRANSFER/ASSIGNMENT

1. **Transfer by NEAT.** NEAT has the right to transfer or assign this Agreement and all or any part of its rights or obligations to any person or entity without the consent of Franchisee.

2. **Transfer by Franchisee.** Franchisee shall not assign or transfer this Agreement or any of its rights or obligations under this Agreement to any third party without NEAT's prior written consent, and any attempted assignment or transfer in violation of this restriction shall be null and void and have no force or effect. This restriction shall also apply to any attempted transfers of (a) any interest in the Franchised Business, (b) any asset of Franchisee related to the operation of the Franchised Business and (c) any of the ownership interests in Franchisee. As a condition of such transfer, a) Franchisee must pay to NEAT a \$2,500 fee to cover NEAT's administrative and legal costs to assess and facilitate the transfer (the "Transfer Assessment Fee"), and b) the transferee, or purchaser, of the Franchise must pay to NEAT a \$30,000 training fee (the "Transfer Training Fee").

ARTICLE VIII: TERMINATION

1. **End of Term.** This Agreement shall terminate as of the end of the Term, unless otherwise provided for hereunder. Upon termination, all rights granted under this Agreement shall terminate immediately, unless otherwise noted herein.

2. **Termination Upon Occurrence of Stated Events.** This Agreement will terminate automatically on the occurrence of any of the following events: (a) Franchisee is declared insolvent or makes an assignment for the benefit of creditors; (b) a bankruptcy petition is filed by Franchisee; or (c) a receiver or other custodian is appointed for the assets of Franchisee.

3. **Termination for Default.** This Agreement may be terminated in its entirety by Franchisor if Franchisee fails to remedy a material breach of this Agreement within fifteen (15) days after receiving written notice of such breach if such breach is remediable. In the case of a material breach which is not remediable, the Franchisor may terminate this Agreement by giving written notification to the Franchisee which will take effect immediately upon receipt of notice by the Franchisee or five (5) days after mailing of notice, whichever occurs first. For the purposes of this paragraph, material breach of this agreement includes, but is not limited to (a) Franchisee's breach of any representation or warranty contained in this Agreement; (b) Franchisee's providing inaccurate information regarding NEAT to third parties; (c) any action by Franchisee which disparages or damages the personal or business reputation of the Franchisor, its employees, agents or affiliates; (d) Franchisee ~~fails on~~breaches this Agreement three (3) ~~or more separate occasions to comply with a material provision~~times during the term of this Agreement, whether or not any such failure to comply is corrected after notice is sent to Franchisee; (e) Franchisee or any of its principals is convicted of, or enters a plea of no contest to, a felony or a crime involving moral turpitude; (f) an immediate threat or danger to the health or safety of Franchisee's clients or the public in general results from the operation of the Franchised Business; (g) Franchisee provides Approved Services outside the Protected Territory without NEAT's approval; (h) Franchisee provides Approved Services from any other entity or business not operating in the System and paying the Royalty Fee; (i) Franchisee has made a material misrepresentation or omission in the application for the Franchised Business; (j) Franchisee makes any unauthorized use or disclosure of the Licensed Marks, the Confidential Information or the Operations Manual; (k) Franchisee fails to timely pay fees or other amounts due to NEAT or its affiliates; (l) Franchisee fails to comply with the Service Revenue; or (m) Franchisee fails to comply with any other provision of this Agreement or any mandatory specification, standard or procedure prescribed by NEAT.

4. **Post-Termination Duties of Franchisee.** Promptly upon expiration of the Term or upon any termination of this Agreement, Franchisee shall (a) first offer to NEAT the option to purchase any of the Franchised Business's assets at book value; (b) immediately cease using the Licensed Marks and the System and immediately cease soliciting orders or representing in any manner that it is associated with NEAT; (c) return or cause to be returned to NEAT (or destroyed, at NEAT's election) all advertising material, promotional items, sample contracts, domain names, social media accounts and passwords, and any other materials associated with the Licensed Marks or the System that have not previously been returned to NEAT; (d) deliver to NEAT all Customer Data and any related records, files, correspondences, invoices or other similar items; (e) pay to NEAT all outstanding Royalty Fees and any other fees any other amounts due to NEAT and its affiliates; and (f) provide written assurances to NEAT within 30 days of the expiration or termination, as applicable, of the Term of this Agreement that Franchisee intends to comply with the post-termination confidentiality and post-term restrictive covenants set forth in this Agreement.

5. **Liquidated Damages.** If NEAT terminates this Agreement before the end of the Term due to a default by Franchisee or Franchisee terminates this Agreement without cause, then Franchisee acknowledges and agrees that: (a) Franchisee is liable to Franchisor for lost future royalty fees and annual fees and other payment obligations under this Agreement; (b) the actual or anticipated damages suffered by NEAT would be difficult if not impossible to calculate; and (c) Franchisee is obligated to pay to NEAT liquidated damages within fifteen (15) days after the effective date of such termination, which are

determined by multiplying the combined monthly average of Royalties and Advertising Fund ~~contributions~~Contributions (without regard to any fee waivers or other reductions) that were due by Franchisee to NEAT under the Franchise Agreement, beginning with the date Franchisee opens the Franchised Business through the date of early termination, multiplied by the lesser of: (i) 36, or (ii) the number of months remaining in the term of this Agreement (the "Liquidated Damages"). The parties agree that the Liquidated Damages are a reasonable estimate of the damages suffered by NEAT upon termination of this Agreement and are not a penalty against Franchisee. NEAT's right to receive Liquidated Damages from Franchisee shall be in addition to NEAT's other rights under this Agreement.

ARTICLE IX: REPRESENTATIONS, WARRANTIES & INSURANCE

1. **Mutual Representations and Warranties.** Each Party, including its personnel, agents and affiliates, hereby represents and warrants to the other Party as follows:

- (a) It is an individual, or a business entity duly organized, validly existing and in good standing under the laws of the state in which it is incorporated or organized;
- (b) It has the power and authority and the legal right to enter into this Agreement and to perform its obligations hereunder;
- (c) It shall not misuse or misrepresent information or data provided by the other Party hereunder or intentionally present the information or data in any manner which would cause it to be inaccurate or misleading;
- (d) It shall, at its own expense, comply with all applicable statutes, regulations, rules, ordinances, and orders of any governmental body, department or agency which apply to or result from its obligations under this Agreement; and
- (e) It shall not make any false or misleading representations or statements to any third Party concerning the performance, uses, permitted uses, or functionality of the other Party's products or services which relate to this Agreement.

2. **Insurance.** During the Term, Franchisee shall maintain in force, under policies of insurance issued by third-party insurers, the required types of insurance at minimum levels of coverage set forth in the Operations Manual. All insurance policies shall be written by an insurance company or companies satisfactory to NEAT, in compliance with the standards, specifications, coverage and limits set forth in the Operations Manual or otherwise provided to Franchisee in writing. Franchisee shall include NEAT named insured on its policy. Franchisee acknowledges that NEAT shall have no obligation to insure Franchisee or its employees or agents.

ARTICLE X: ADDITIONAL TERMS & CONDITIONS

1. **Notices and Requests.** Any notice, demand, request, or report required or permitted to be given under this Agreement must be in writing and sent to the following addresses by one of the methods set forth below:

If to NEAT:

If to Franchisee:

Ashley Murphy, CEO
c/o NM Franchise Operations, LLC
8 White Birch Littleton, CO 80127
Attention: Management Committee
ashley@NEATmethod.com

With a mandatory copy to:

Lane Fisher
Fisher Zucker LLC
21 South 21st Street
Philadelphia, PA 19103
lfisher@fisherzucker.com

Either Party may change that Party's address for purposes of this Agreement by written notice given to the other Party in accordance with this Section. Franchisee shall be obligated to keep accurate and up to date contact information on file with Franchisor at all times, including address, phone number, and email address. All such items shall be deemed delivered (a) at the time delivered by hand, (b) one business day after sending via overnight carrier, (c) three (3) business days after being placed in the U.S. mail by Registered or Certified Mail, Return Receipt Requested, postage prepaid or (d) upon transmission by electronic mail provided that the sender confirms the transmission by sending a copy and evidence of transmission by overnight carrier or certified or registered mail.

2. **No Implied Waiver.** The failure of either Party at any time to require performance by the other Party of any provision of this Agreement shall not affect in any way the full right to require such performance at any subsequent time. The waiver by either Party of a breach of any provision of this Agreement shall not be taken or held to be a waiver of the provision itself.

3. **Governing Law; Enforcement of Agreement; Attorney's Fees and Cost.** This Agreement and the relationship between the Parties shall be subject to and shall be enforced and construed pursuant to the laws of the State of Colorado. If any provision or term of this Agreement is held to be invalid, void, or unenforceable, the remainder of the provisions shall remain in full force and effect and shall in no way be affected, impaired, or invalidated. In the event of litigation to enforce any of the provisions of this Agreement, the prevailing Party may recover court costs and reasonable attorney's fees.

4. **Forum.** Both Parties agree that any action arising out of or relating to this Agreement (including the offer and sale of the Franchise) shall be instituted and maintained only in a state court of general jurisdiction in Jefferson County, Colorado and the federal courts in Jefferson County, Colorado, and Franchisee irrevocably submits to the jurisdiction of that court and waives any objection to either the jurisdiction or venue of court.

5. **Internal Dispute Resolution.** Franchisee must first bring any claim or dispute between Franchisee and Franchisor to Franchisor's management, prior to mediation, arbitration, or commencing any legal action against Franchisor or its affiliates with respect to any such claim or dispute. Franchisee must submit a notice to Franchisor, which specifies, in detail, the precise nature and grounds of such claim or dispute pursuant to the notice provisions. Franchisee must exhaust this internal dispute resolution procedure before commencing mediation, arbitration and/or litigation. This agreement to first attempt resolution of disputes internally shall survive termination or expiration of this Agreement.

6. **Mediation.** The parties have reached this Agreement in good faith and in belief that it is advantageous to each of them. In recognition of the enormous strain on time, unnecessary expense and wasted resources potentially associated with litigation and/or arbitration, and in the spirit of cooperation, the parties pledge to try to resolve any dispute amicably, without litigation or arbitration. Before beginning any legal action or arbitration, the parties agree to mediate any dispute, controversy or claim between Franchisee and/or any of Franchisee's owners, affiliates, officers, directors, shareholders, guarantors, employees, or members (each a "Franchisee Related Party"), on the one hand, and Franchisor and/or any of its affiliates, officers, directors, shareholders, members, guarantors, employees, representatives, independent contractors and/or

owners (each a “Franchisor Related Party”), on the other hand, including, without limitation, in connection with any dispute, controversy or claim arising under, out of, in connection with or in relation to: (a) this Agreement; (b) the parties’ relationship; (c) events occurring prior to the entry into this Agreement; (d) the Franchised Business; or (e) any System standard, in accordance with the procedures set forth in this Section, inclusive of all subparts. Good faith participation in these procedures to the greatest extent reasonably possible, despite lack of cooperation by one or more of the other parties, is a precondition to maintain any arbitration or legal action, including any action to interpret or enforce this Agreement. The mediation shall be conducted in accordance with the following provisions:

a. **Initiation Procedure.** The party seeking mediation (the “Initiating Party”) must commence mediation by sending the other party/parties a written notice of its request for mediation (the “Dispute Notice”). The Dispute Notice will specify, to the fullest extent possible, the nature of the dispute, the Initiating Party’s version of the facts surrounding the dispute, the amount of damages, and the nature of any injunctive or other relief such party claims, and must identify one or more persons with authority to settle the dispute for the Initiating Party. The party (or parties as the case may be) receiving a Dispute Notice (the “Responding Party”) will issue a written response (the “Response”) to the Initiating Party within thirty (30) business days after receipt of the Dispute Notice identifying one or more persons with authority to settle the dispute on the Responding Party’s behalf (the “Authorized Persons”).

b. **Direct Negotiations.** Upon receipt of a Dispute Notice and the issuance of the Response, the parties will endeavor, in good faith, to resolve the dispute outlined in the Dispute Notice and the Response. If the parties have been unable to resolve any such dispute(s) outlined in a Dispute Notice or a response thereto within twenty (20) days after the Initiating Party’s receipt of the Response, either party may initiate a mediation procedure in accordance with the American Arbitration Association (“AAA”), pursuant to its Commercial Mediation Procedures, and unless otherwise agreed by the parties in writing, will take place in Jefferson County, Colorado, or the city of Franchisor’s then-current corporate headquarters, as Franchisor designates.

c. **Selection of the Mediator; Time & Place for Mediation.** The Authorized Persons will select the mediator in accordance with the AAA procedures. In consultation with the parties, the mediator shall promptly designate a mutually acceptable time and place for the mediation.

d. **Exchange of Information.** If either party to this Agreement believes he, she, or it needs information in the possession of another party to this Agreement to prepare for the mediation, all parties must attempt in good faith to agree on procedures for an exchange of information, with the help of the mediator if required.

e. **Summary of Views.** Prior to the mediation session, each party must deliver to the mediator a concise written summary of its views on the matter in dispute and on any other matters that the mediator asks them to include. The mediator may also request that each party submit a confidential paper on relevant legal issues, which may be limited in length by the mediator, to him or her.

f. **Representatives.** In the mediation, each party must be represented by an Authorized Person and may be represented by counsel. In addition, each party may, with permission of the mediator, bring with him, her, or it any additional persons who are needed to respond to questions, contribute information, and participate in the negotiations.

g. **Conduct of Mediation.** The mediator shall advise the parties in writing of the format for the meeting or meetings. If the mediator believes it will be useful after reviewing the position papers, the mediator shall give both himself or herself and the Authorized Persons an opportunity to hear an oral presentation of each party’s views on the matter in dispute. The mediator shall assist

the Authorized Persons to negotiate a resolution of the matter in dispute, with or without the assistance of counsel or others. To this end, the mediator is authorized both to conduct joint meetings and to attend separate private caucuses with the parties. All mediation sessions will be strictly private. The mediator must keep confidential all information learned unless specifically authorized by the party from which the information was obtained to disclose the information to the other party. The parties commit to participate in the proceedings in good faith with the intention of resolving the dispute if at all possible.

h. **Termination of Procedure.** The parties agree to participate in the mediation procedure to its conclusion, as set forth in this section. The mediation may be concluded (1) by the signing of a settlement agreement by the parties, (2) by the mediator's declaration that the mediation is terminated, or (3) by a written declaration of either party, no earlier than at the conclusion of a full day's mediation, that the mediation is terminated. Even if the mediation is terminated without resolving the dispute, the parties agree not to terminate negotiations and not to begin any arbitration or legal action or seek another remedy before the expiration of five (5) days following the mediation. A party may begin arbitration within this period only if the arbitration might otherwise be barred by an applicable statute of limitations or in order to request an injunction from a Court of competent jurisdiction to prevent irreparable harm.

i. **Fees of Mediator; Disqualification.** The fees and expenses of the mediator must be shared equally by the parties. The mediator may not later serve as a witness, consultant, expert or counsel for any party with respect to the dispute or any related or similar matter in which either of the parties is involved.

j. **Confidentiality.** The mediation procedure is a compromise negotiation or settlement discussion for purposes of federal and state rules of evidence. The parties agree that no stenographic, visual or audio record of the proceedings may be made. Any conduct, statement, promise, offer, view or opinion, whether oral or written, made in the course of the mediation by the parties, their agents or employees, or the mediator is confidential and shall be treated as privileged. No conduct, statement, promise, offer, view or opinion made in the mediation procedure is discoverable or admissible in evidence for any purpose, not even impeachment, in any proceeding involving either of the parties. However, evidence that would otherwise be discoverable or admissible will not be excluded from discovery or made inadmissible simply because of its use in the mediation.

7. **Limitations of Claims.** You (and your officers, directors, owners and guarantors) expressly agree that no claim or cause of action may be filed or maintained against us and/or any of our present and former owners, officers, directors, employees, representatives, affiliates, parent companies, subsidiaries, predecessor, successors and assigns (each a "Franchisor Related Party") arising out of or relating to this Agreement, the relationship established by this Agreement, the offer and sale of the franchise opportunity, the Equipment, and/or the operation of the Franchised Business unless such claim or cause of action is filed before the expiration of the "Limitations Period". For purposes of this paragraph, the term "Limitations Period" means: one (1) year from the earlier of: (a) the date of the act, transaction or occurrence giving rise to the claim against us or a Franchisor Related Party; or (b) the date on which you (your officers, directors, owners and/or guarantors) knew or reasonably should have known of the facts or circumstances giving rise to the claim against us or a Franchisor Related Party. Notwithstanding the foregoing, if the Limitations Period is unenforceable under Colorado law (or, in the event a court or an arbitrator determines a different state's law applies, then under that state's law), then the Limitations Period shall be equal to the shortest time period for a limitation of claims provision that is enforceable under the applicable law.

This contractual limitation of claims provision applies to all claims, whether based on contract, tort, statute, or any other legal theory. You acknowledge that this limitation of claims provision and the Limitations Period is a material inducement for us to enter into this Agreement and that it is intended to provide certainty

and finality to potential disputes. To the fullest extent permitted by law, you hereby waive any longer statutory limitation period and agree that the foregoing limitation is reasonable and enforceable.

8. **Waiver of Class Action.** NEAT and Franchisee agree that any and all litigation will be conducted on an individual, not a class-wide, basis.

9. **Waiver of Jury Trial and Consolidation.** NEAT and Franchisee each irrevocably waive trial by jury in any action brought by either of them. Franchisee and NEAT agree that any proceeding, whether at law or in equity, which arises out of, concerns, or is related to this Agreement or any of the relationships or transaction contemplated by this Agreement shall be tried before a court of competent jurisdiction and not a jury. Any proceeding of any kind brought by Franchisee and/or to which Franchisee is a party may not be consolidated with another such proceeding between NEAT and any other entity or person.

10. **Schedules.** Additional terms that the parties consider desirable are embodied in the attached Schedules, and incorporated herein by reference. Nothing contained in the Schedules to this Agreement shall be interpreted as superseding or nullifying the provisions of this Agreement, and in the event of any ambiguity in meaning or understanding between this Agreement and any of the Schedules, this Agreement shall control.

11. **Cumulative Rights.** The rights of NEAT and Franchisee under this Franchise Agreement are cumulative and no exercise or enforcement by NEAT or Franchisee of any right or remedy precludes the exercise or enforcement by NEAT or Franchisee of any other right or remedy which NEAT or Franchisee is entitled by law to enforce.

12. **Entire Agreement; Amendments.** This Agreement, including any Schedules attached to it, constitutes the entire agreement between NEAT and Franchisee concerning the subject matter of this Agreement and supersedes all prior and contemporaneous agreements between the parties. This Agreement may be amended only by an instrument in writing that expressly refers to this Agreement and specifically states that it is intended to amend it. Notwithstanding the foregoing, nothing in this or any related agreement is intended to disclaim the express representations made in the Franchise Disclosure Document, its exhibits and amendments.

[Signatures on next page]

NOW, THEREFORE, having agreed upon the terms and conditions set forth above, the Parties hereby execute this Agreement as of the date first set forth above.

NM FRANCHISE OPERATIONS, LLC

By: _____
Ashley Murphy, CEO

By: _____
Name:
Title:

Schedules

Schedule A: Form of Guaranty and Assumption of Obligations
Schedule B: Performance Standard
Schedule C: Protected Territory
Schedule D: Royalty Fee
Schedule E: Statement of Ownership Interest and Franchisee's Principal Owners

SCHEDULE A

FORM OF GUARANTY AND ASSUMPTION OF OBLIGATIONS

THIS GUARANTY AND ASSUMPTION OF OBLIGATIONS is given on _____, by _____, (the "Guarantor").

In consideration of, and as an inducement to, the execution of that certain Franchise Agreement of even date (the "Agreement") by NM FRANCHISE OPERATIONS, LLC ("NEAT"), and with _____, a limited liability company ("Franchisee"), each of the undersigned, for value received, personally and unconditionally (a) guarantees to NEAT, and its successor and assigns, for the term of the Agreement and as provided in the Agreement, that Franchisee must punctually pay and perform each and every undertaking, agreement and covenant set forth in the Agreement; and (b) agree to be personally bound by, and personally liable for the breach of, each and every provision in the Agreement, both monetary obligations and obligations to take or refrain from taking specific actions or to engage or refrain from engaging in specific activities, including, without limitation, the provisions set forth in Article V. Each of the undersigned waives: (1) acceptance and notice of acceptance by NEAT of the foregoing undertakings; (2) notice of demand for payment of any indebtedness or nonperformance of any obligations guaranteed; (3) protest and notice of default to any party with respect to the indebtedness or nonperformance of any obligations guaranteed; (4) any right he may have to require that an action be brought against Franchisee or any other person as a condition of liability.

Each of the undersigned consents and agrees that: (1) his direct and immediate liability under this guaranty is joint and several; (2) he shall render any payment or performance required under the Agreement upon demand if Franchisee fails or refuses punctually to do so; (3) liability is not contingent or conditioned upon pursuit by NEAT of any remedies against Franchisee or any other person; and (4) liability is not diminished, relieved or otherwise affected by any extension of time, credit or other indulgence which NEAT may grant to Franchisee or to any other person, including the acceptance of any partial payment or performance, or the compromise or release of any claims, none of which shall in any way modify or amend this guaranty, which is continuing and irrevocable during the term of the Agreement.

Guarantor consents and agrees that:

(1) Guarantor's liability under this undertaking is direct, immediate, and independent of the liability of, and is joint and several with, Franchisee and the other owners of Franchisee;

(2) Guarantor shall render any payment or performance required under the Franchise Agreement upon demand if Franchisee fails or refuses punctually to do so;

(3) This undertaking will continue unchanged by the occurrence of any bankruptcy with respect to Franchisee or any assignee or successor of Franchisee or by any abandonment of the Franchise Agreement by a trustee of Franchisee. Neither the Guarantor's obligations to make payment or render performance in accordance with the terms of this undertaking nor any remedy for enforcement is impaired, modified, changed, released or limited in any manner whatsoever by any impairment, modification, change, release or limitation of the liability of Franchisee or its estate in bankruptcy or of any remedy for enforcement, resulting from the operation of any present or future provision of the U.S. Bankruptcy Act or other statute, or from the decision of any court or agency;

(4) NEAT may proceed against Guarantor and Franchisee jointly and severally, or NEAT may, at its option, proceed against Guarantor, without having commenced any action, or having obtained any

judgment against Franchisee. Guarantor waives the defense of the statute of limitations in any action or for the collection of any indebtedness or the performance of any obligation guaranteed; and

(5) Guarantor agrees to pay all reasonable attorneys' fees and all costs and other expenses incurred in any collection or attempted collection of amounts due pursuant to this undertaking or any negotiations relative to the obligations guaranteed or in enforcing this undertaking against Guarantor.

IN WITNESS WHEREOF, each of the undersigned has affixed his signature on the same day and year as the Agreement was executed.

GUARANTOR(S)

PERCENTAGE OWNERSHIP IN FRANCHISEE

[Signature of spouse – Arizona only]

SCHEDULE B

Performance Standard

The continuation of the rights granted to you in the Protected Territory is dependent upon meeting the below requirements:

If Franchisee is executing the Franchise Agreement to become a Franchisee for the first time:

(1) performing all of the Approved Services that generate a minimum of \$50,000 annually in Service Revenue starting in the second year of operation of the Franchised Business and \$100,000 annually in Service Revenue starting in the third year of operation of the Franchised Business.

If Franchisee is executing this agreement to renew his/her Franchise:

(1) performing all of the Approved Services that generate a minimum of \$100,000 annually in Service Revenue effective immediately in the month following the execution of this Franchise Agreement.

NM FRANCHISE OPERATIONS, LLC

By: _____
Ashley Murphy, CEO

By: _____

Name: _____

Title: _____

SCHEDULE C

PROTECTED TERRITORY

The parties to this Agreement agree that the Franchised Business to be operated by Franchisee shall be located within the following geographical area:

Hourly Rate: Franchisor and Franchisee have agreed that Franchisee will charge _____ for his/her services. This rate can be modified at a future date in time if such modification is agreed to by Franchisor.

NM FRANCHISE OPERATIONS, LLC

By: _____
Ashley Murphy, CEO

By: _____

Name: _____

Title: _____

SCHEDULE D

ROYALTY FEE

The Royalty Fee paid by Franchisee is determined based on (1) the Tier that NEAT assigns to the Franchisee's Protected Territory based on the population and the revenue potential of that Protected Territory and (2) Franchisee's Service Revenue over the preceding ~~calendar year period~~quarter compared to the revenue targets that NEAT has established for Franchisee's Tier.

For instance, a Tier 1 location is a territory where NEAT determines a franchisee can typically charge NEAT's highest rate per organizer, and a Tier 4 location is a territory where NEAT determines a franchisee will be required to charge NEAT's lowest rate per organizer. If Franchisee's preceding ~~calendar year period~~quarter revenues are less than the lowest revenue target that NEAT establishes for Franchisee's Tier, Franchisee's royalty percentage will equal 20%. If Franchisee's preceding ~~calendar year period~~quarter revenues exceed the lowest revenue target but are less than the highest revenue target that NEAT establishes for Franchisee's Tier, Franchisee's royalty percentage will equal 17%, 15%, 13%, 10%, or 8% depending on the amount of Service Revenue compared to the revenue targets for that Tier. If Franchisee's preceding ~~calendar year period~~quarter revenues exceed the highest revenue target that NEAT establishes for Franchisee's Tier, Franchisee's royalty percentage will equal 8%.

~~If Franchisee has achieved a Tier with a royalty percentage below the maximum royalty percentage in a prior year and then~~If Franchisee does not generate at least \$50,000 in Service Revenue during any subsequent year beginning with the second year of operation of the Franchised Business and/or if Franchisee does not generate at least \$100,000 in Service Revenue during any subsequent year beginning with the third year of operation of the Franchised Business, NEAT reserves the right to charge Franchisee a "Royalty Surcharge" equal to the difference in the amount of the Royalty Fee that Franchisee would have paid based on \$50,000 and/or \$100,000 in Service Revenue, as applicable, at the existing royalty percentage and the amount of Royalty Fees actually paid by Franchisee. For example, if Franchisee has achieved a 15% royalty percentage based on Service Revenue in a prior ~~year~~quarter and Franchisee only generates \$40,000 in Service Revenue in a particular year, then NEAT may impose a Royalty Surcharge equal to \$1,500 (15% royalty percentage multiplied by \$10,000).

Beginning on the thirteenth (13th) month after Franchisee opens for business, Franchisee is required to pay a minimum Royalty Fee of at least \$500 per month.

NEAT will assess ~~Franchisee's~~your Service Revenue target on ~~an annual~~a quarterly, calendar basis. If Franchisee meets or exceeds their previous ~~year's~~quarter's Service Revenue target, Franchisee may be eligible to move up a Tier and, accordingly, pay a lower percentage Royalty Fee for the next ~~calendar year~~quarter. If Franchisee fails to meet or exceed their previous ~~year's~~quarter's Service Revenue target, Franchisee may be moved to a lower Tier and, accordingly, pay a higher percentage Royalty Fee for the next ~~calendar year~~quarter.

Below is a chart illustrating Service Revenue targets that, when achieved, will lower the royalty percentage as described above:

Tier 1 Location

~~Service Revenue Target 1: \$130,000 (17%)~~

~~Service Revenue Target 2: \$180,000 (15%)~~

~~Service Revenue Target 3: \$230,000 (13%)~~

~~Service Revenue Target 4: \$280,000 (10%)~~
~~Service Revenue Target 5: \$350,000 (8%)~~

Tier 2 Location

~~Service Revenue Target 1: \$120,000 (17%)~~
~~Service Revenue Target 2: \$165,000 (15%)~~
~~Service Revenue Target 3: \$210,000 (13%)~~
~~Service Revenue Target 4: \$255,000 (10%)~~
~~Service Revenue Target 5: \$315,000 (8%)~~

Tier 3 Location

~~Service Revenue Target 1: \$105,000 (17%)~~
~~Service Revenue Target 2: \$145,000 (15%)~~
~~Service Revenue Target 3: \$185,000 (13%)~~
~~Service Revenue Target 4: \$225,000 (10%)~~
~~Service Revenue Target 5: \$275,000 (8%)~~

Tier 4 Location

~~Service Revenue Target 1: \$90,000 (17%)~~
~~Service Revenue Target 2: \$125,000 (15%)~~
~~Service Revenue Target 3: \$160,000 (13%)~~
~~Service Revenue Target 4: \$195,000 (10%)~~
~~Service Revenue Target 5: \$235,000 (8%)~~

<u>Tier 1 Location</u>	
<u>Quarterly Revenue Goal</u>	<u>Royalty Rate</u>
<u>0 - \$32,499</u>	<u>20%</u>
<u>\$32,500</u>	<u>17%</u>
<u>\$45,000</u>	<u>15%</u>
<u>\$57,500</u>	<u>13%</u>
<u>\$70,000</u>	<u>10%</u>
<u>\$87,500</u>	<u>8%</u>

<u>Tier 2 Location</u>

<u>Quarterly Revenue Goal</u>	<u>Royalty Rate</u>
<u>0 - \$29,999</u>	<u>20%</u>
<u>\$30,000</u>	<u>17%</u>
<u>\$41,250</u>	<u>15%</u>
<u>\$52,500</u>	<u>13%</u>
<u>\$63,750</u>	<u>10%</u>
<u>\$78,750</u>	<u>8%</u>

<u>Tier 3 Location</u>	
<u>Quarterly Revenue Goal</u>	<u>Royalty Rate</u>
<u>0 - \$26,249</u>	<u>20%</u>
<u>\$26,250</u>	<u>17%</u>
<u>\$36,250</u>	<u>15%</u>
<u>\$46,250</u>	<u>13%</u>
<u>\$56,250</u>	<u>10%</u>
<u>\$68,750</u>	<u>8%</u>

<u>Tier 4 Location</u>	
<u>Quarterly Revenue Goal</u>	<u>Royalty Rate</u>
<u>0 - \$22,499</u>	<u>20%</u>
<u>\$22,500</u>	<u>17%</u>
<u>\$31,250</u>	<u>15%</u>
<u>\$40,000</u>	<u>13%</u>
<u>\$48,750</u>	<u>10%</u>

<u>\$58,750</u>	<u>8%</u>
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Franchisee's Protected Territory has been designated as _____ for purposes of calculation of the Royalty Fee.

SCHEDULE E

STATEMENT OF OWNERSHIP INTERESTS

- A. The following is a list of shareholders, partners, members, or other investors in Franchisee, including all investors who own or hold a direct or indirect interest in Franchisee, and a description of the nature of their interest:

<u>Name</u>	<u>Percentage of Ownership/Nature of Interest</u>
_____	_____
_____	_____

EXHIBIT C

STATE ADMINISTRATORS

STATE	STATE ADMINISTRATOR	ADDRESS
California	Department of Financial Protection and Innovation	320 West 4 th Street, Suite 750 Los Angeles, CA 90013-1105 Toll Free Telephone #: 1-866-275-2677
Hawaii	Department of Commerce and Consumer Affairs Business Registration Division	335 Merchant Street, Room 203 Honolulu, HI 96813
Illinois	Office of the Attorney General	500 South Second Street Springfield, IL 62706
Indiana	Indiana Securities Commissioner Securities Division	302 West Washington Street, Room E111 Indianapolis, IN 46204
Maryland	Office of the Attorney General Securities Division	200 St. Paul Place Baltimore, MD 21202-2020
Michigan	Consumer Protection Division Franchise Section	525 West Ottawa 670 Law Building Lansing, MI 48913
Minnesota	Department of Commerce	85 7 th Place East, Suite 280 St. Paul, MN 55101-2198
New York	NYS Department of Law Investor Protection Bureau	28 Liberty St. 21 st Floor New York, NY 10005 (212) 416-8222
North Dakota	North Dakota <u>Insurance &</u> Securities Department	600 East Boulevard <u>Avenue, Dept. 401 Fifth Floor</u> Bismarck, ~~ND~~ <u>North Dakota</u> 58505 <u>701-328-2910</u>
Rhode Island	Department of Business Regulation Securities Division	1511 Pontiac Avenue Cranston, RI 02920
South Dakota	Department of Insurance Securities Regulation	124 S. Euclid, Suite 104 Pierre, SD 57501
Virginia	Virginia State Corporation Commission Division of Securities and Retail Franchising	1300 East Main Street, 9th Floor Richmond, VA 23219
Washington	Department of Financial Institutions Securities Division	150 Israel Rd. S.W. Tumwater, WA 98501
Wisconsin	Department of Financial Institutions Securities Division	345 W. Washington, 4th Floor Madison, WI 55103

EXHIBIT D
AGENTS FOR SERVICE OF PROCESS

STATE	AGENT	ADDRESS
California	Department of Financial Protection and Innovation	320 West 4 th Street, Suite 750 Los Angeles, CA 90013-2344
Hawaii	Department of Commerce and Consumer Affairs	335 Merchant Street, Room 203 Honolulu, HI 96813
Illinois	Illinois Attorney General	500 South Second Street Springfield, IL 62706
Indiana	Indiana Secretary of State	201 State House Indianapolis, IN 46204
Maryland	Maryland Securities Commissioner	200 St. Paul Place Baltimore, MD 21202-2020
Michigan	Michigan Department of Commerce Corporations and Securities Bureau	525 West Ottawa 670 Law Building Lansing, MI 48913
Minnesota	Commissioner of Commerce	85 7 th Place East, Suite 280 St. Paul, MN 55101-2198
New York	New York Secretary of State New York Department of State	One Commercial Plaza 99 Washington Avenue, 6 th Floor Albany, NY 12231-0001 (518) 473-2492
North Dakota	~~Securities~~ <u>Insurance</u> Commissioner	600 East Boulevard, ~~5th Floor~~ <u>Avenue,</u> <u>Dept. 401</u> Bismarck, ~~ND~~ <u>North Dakota</u> 58505 <u>701-328-2910</u>
Rhode Island	Director of the Department of Business Regulation	1511 Pontiac Avenue Cranston, RI 02920
South Dakota	Department of Insurance Securities Regulation	124 S. Euclid, Suite 104 Pierre, SD 57501
Virginia	Clerk of the State Corporation Commission	1300 East Main Street, 1 st Floor Richmond, VA 23209
Washington	Department of Financial Institutions Securities Division	150 Israel Rd. S.W. Tumwater, WA 98501
Wisconsin	Commissioner of Securities	Department of Financial Institutions Division of Securities 345 W. Washington Ave., 4 th Floor Madison, WI 53703

EXHIBIT E

NEAT OPERATIONS MANUAL

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EXHIBIT F
LIST OF CURRENT AND FORMER FRANCHISEES
AS OF DECEMBER 31, ~~2024~~2025

Current Franchisees:

<u>Name</u> <u>Owner</u>	<u>Market(s)</u>	<u>Business</u> <u>Name</u>	<u>Home</u> <u>Address</u>	<u>City</u>	<u>State</u>	<u>Zip</u>	<u>Email</u>	<u>Phone</u> <u>Number</u>
Abbie Polak	Connecticut	Abbie Polak, LLC	55 Allison Lane, ~~NY~~	Thornwood	NY	10594	abbie.polak@neatmethod.com	609-605-4766
Alayna Hermans	Virginia Beach	Coastal Organizing LLC	628 Nottingham Drive, ~~VA~~	Virginia Beach	VA	23452	alayna.hermans@neatmethod.com	757-478-1838
Allison Gross	Portland	Allison Gross, LLC	5505 SE 17th Ave. Apt. ~~B~~ , ~~B~~ , ~~OR~~	Portland	OR	97202	allison@neatmethod.com	732-910-7145
Allison Helligso	Omaha	ANHM 456 LLC	1314 N 113th Ct #4605, ~~NE~~	Omaha	NE	68154	allison.helligso@neatmethod.com	402-305-2626
Allo Piller	Denver	Winthrop LLC	1066 Starglow Place, ~~CO~~	Littleton	CO	80126	allo@neatmethod.com	513-739-3032
Alyssa Johnson*	Las Vegas	Summerlin Spaces LLC	9503 Windborne Avenue, ~~NV~~	Las Vegas	NV	89147	alyssa.johnson@neatmethod.com	619-787-9084
April Karn	Detroit - South + Ann Arbor	Upright and Grand LLC	8804 Macomb St Suite B, ~~MI~~	Grosse Ile	MI	48138	april.karn@neatmethod.com	313-403-1555
<u>Ashley</u> <u>Bienvenu</u>	<u>Park City</u>	<u>Rooted & Organized LLC</u>	<u>6880 Canyon Drive Court</u>	<u>Park City</u>	<u>UT</u>	<u>84098</u>	<u>ashley.bienvenu@neatmethod.com</u>	<u>415-866-5834</u>
Ashley Polselli	San Francisco - Downtown	ATP SF, LLC	8 Mount Foraker Court, ~~CA~~	San Rafael	CA	94903	ashley.polselli@neatmethod.com	415-309-8212
Betsy Marsala	Chicago	Elizabeth Marsala Organizing, LLC	9531 S Winchester Ave., ~~IL~~	Chicago	IL	60613	betsy@neatmethod.com	224-500-5478

Blaire Davidson	Jupiter + Palm Beach	Organized by Blaire, LLC	151 Golfview Drive, ~~FL~~	Tequesta	FL	33469	blaire@neatmethod.com	917-297-8103
Bradley Wabiszewski	Milwaukee	BBW & Company, LLC	1455 E Goodrich Lane, ~~WI~~	Milwaukee	WI	53217	bradley.wabi@neatmethod.com	414-839-2731
Bri Van Lierop	Inland Empire	Van Lierop, LLC	14910 Sunrise Hill Rd, ~~CA~~	Riverside	CA	92508	bri.vanlierop@neatmethod.com	951-243-4746
Caitlin Dickerson	Beverly Hills + Santa Monica	CLD Holdings, LLC	1802 20th Street, Apt A, ~~CA~~	Santa Monica	CA	90404	caitlin.dickerson@neatmethod.com	617-286-9033
Caitlin Nguyen	San Luis Obispo	Caitlin Nguyen LLC	6030 Gallant Place, ~~CA~~	San Luis Obispo	CA	93401	caitlin.nguyen@neatmethod.com	805-858-0595
Camille SwiechThomas	Chicago - South Suburbs	Camille Swiech, LLC	10630 S. Bell ~~3450 S Halsted St, Unit 405, Chicago, IL 60608~~		IL	60643	camille.swiechthomas@neatmethod.com	773-415-6893
	Celsie Sneden	Kansas City	CGS Services LLC			753 S Woodson Ln, KS		
Christina Ryan	Bozeman	Big Sky Professional Organizing, LLC	2497 Thoroughbred Ln, ~~MT~~	Bozeman	MT	59718	christina.ryan@neatmethod.com	406-600-6700
Corrin McCoy	NYC	NM NYC LLC	154 Ave E, Apt C-106, ~~NJ~~	Bayonne	NJ	07002	corrin@neatmethod.com	646-546-7626
Devan Miller	Cincinnati	Devan Miller Enterprises, LLC	121 East 5th Street, Apt E, Newport, ~~KY~~ 410713843 Foxtail Lane	Cincinnati	OH	45248	devan.miller@neatmethod.com	859-992-0650
Devon Bullock*	Atlanta	S & D Simply Organized LLC	2672 Green Meadows Lane NE, ~~GA~~	Brookhaven	GA	30319	devon@neatmethod.com	513-255-2516
Dominique Caskey	Houston	The Westhope Company, LLC	29519 Westhope Drive, ~~TX~~	Spring	TX	77386	dominique@neatmethod.com	713-677-4665
Donna Gryboski	Long Island	Weecow Enterprises, LTD	304 Princeton Rd, ~~NY~~	Rockville Centre	NY	11570	donna.gryboski@neatmethod.com	631-241-6296

Elizabeth Lance	Sonoma/Napa	Spiffed Spaces LLC	3988 Millbrook Dr, ~~,CA~~	Santa Rosa	CA	95404	elizabeth.lance@neatmethod.com	707-953-8017
Emmaley Otis	Scottsdale	Emmaley Otis LLC	404 West Honeysuckle Drive, ~~,AZ~~	Chandler	AZ	85248	emmaley@neatmethod.com	916-612-6768
Emily Berman*	Philadelphia	Philadelphia Neat LLC	821 Morris Ave, ~~,PA~~	Bryn Mawr	PA	19010	emily.berman@neatmethod.com	215-919-1566
Emily Christopher	Sacramento	Emily Christopher LLC	3273 McKinley Blvd, ~~,CA~~	Sacramento	CA	95816	emily.christopher@neatmethod.com	206-851-3015
Emily Peters	Des Moines	EPC Consulting LLC	105 Union St, ~~,IA~~	Pella	IA	50219	emily.peters@neatmethod.com	641-295-1115
Erica Abrams	Los Angeles - Northwest + Los Angeles - Valley	Erica Abrams LLC	5245 Topeka Dr, ~~,CA~~	Tarzana	CA	91356	erica.abrams@neatmethod.com	818-324-8839

	Erica Miller	Memphis	EM Enterprises, LLC	~~3068 Shannon Oaks Cove, Germantown, TN 38138~~			erica.miller@neatmethod.com	901-651-7475
Erika Downes*	New Jersey	Stable Oak LLC	9 Oak Lane, ~~,NJ~~	Morristown	NJ	07960	jennifer@neatmethod.com	973-879-3092
Fariba Raeisi*	Orlando	JEMS Enterprises LLC	19109 Meredith Parkway, ~~,FL~~	Orlando	FL	32833	fabria.raeisi@neatmethod.com	310-526-1213
Felicia Schimpf	New Orleans	Felicia Schimpf, LLC	725 Poplar Creek Court, ~~,LA~~	Covington	LA	70433	felicia@neatmethod.com	985-705-2014
<u>Haley Bossart</u>	<u>Loudoun</u>	<u>Pembroke & Co, LLC</u>	<u>102 Thistle Way NE</u>	<u>Leesburg</u>	<u>VA</u>	<u>20176</u>	<u>haley.bossart@neatmethod.com</u>	<u>239-220-1977</u>
Hannah Parr	Lubbock	T & H Parr Investments LLC	6211 Kenosha Drive, ~~,TX~~	Lubbock	TX	79413	hannah.parr@neatmethod.com	806-544-8727
Hiroko Cruz	San Francisco - Peninsula	Hiroko Cruz, LLC	110 Yuba Court, ~~,CA~~	San Bruno	CA	94066	hiroko.cruz@neatmethod.com	415-515-0612
Holly Holt	Potomac	Holly Holt Home Design LLC	5706 Nevada St, ~~,MD~~	Berwyn Heights	MD	20740	holly.holt@neatmethod.com	240-481-3768
Holly Trepka	Nashville	HT Consulting, LLC	813 Shadowstone Place, ~~,TN~~	Nashville	TN	37220	holly.trepka@neatmethod.com	615-944-4814
Jacquelyn Bender	Charleston	Jacquelyn Bender LLC	4062 S Rhett Ave, ~~North Charleston, SC~~	North Charleston	SC	29405	jackie.bender@neatmethod.com	205-807-2221
Jaleh Benner*	Orlando	JEMS Enterprises LLC	9227 Neher Street, ~~,FL~~	Orlando	FL	32827	jaleh.benner@neatmethod.com	407-717-7001
Jasmyn Copeland	Gainesville	Jasmyn Copeland LLC	16675 SW 22nd Rd, ~~,FL~~	Newberry	FL	32669	jasmyn.copeland@neatmethod.com	352-514-3354

		Jennifer Barton	St Louis	BoKo LLC	,, MO			
Jennifer Ferriso*	New Jersey	Stable Oak LLC	4 Barnstable Court,, NJ	Morristown	NJ	07960	jennifer@neatmethod.com	908-591-9314
Jessica Moynihan	Boston	J. Moynihan Group, LLC	30 Stockbridge Road,, MA	Bridgewater	MA	02324	jessica@neatmethod.com	508-954-8867
Jill Norwood	30A	30A Organized, LLC	165 Flatwoods Forest Loop,, FL	Santa Rosa Beach	FL	32459	jill.norwood@neatmethod.com	913-302-1498
Jill Parkinson*	Las Vegas	Summerlin Spaces LLC	10224 Abano Court,, NV	Las Vegas	NV	89134	jill.parkinson@neatmethod.com	801-828-8821
Julie Weiss	Bergen County	Kaitlyn DaneHearth & Manor, LLC	337 Vancee 12th Street,, IL	Cresskill	NJ	07626	kaitlyn.danejulie.weiss@neatmethod.com	630-605-3028415-871-4887
Kat Pettey	Santa Barbara	Kat Petty Consulting, LLC	253 Mesa Lane,, CA	Santa Barbara	CA	93109	katpettey@neatmethod.com	805-705-1437

	Kathryn Gute	—Northwest Suburbs	Clear & Simple LLC	,, IL					
Katie Gorman	Cedar Rapids	KG Organizational Systems LLC	7021 Doubletree Road NE,, IA	Cedar Rapids	IA	52402	katie.gorman@neatmethod.com	319-360-4370	
	Katie Koentje	San Diego North County	Katie B.K. LLC	3481 Corte Fortuna, Carlsbad, CA 92009		katie@neatmethod.com		858-952-9850	
	Katie Monge		Katie Monge, LLC	1254 W Barry Ave, Chicago, IL					
Kellie Winkler	Palo Alto	Kellie Marie LLC	3639 Haven Ave Unit 221B,, CA	Menlo Park	CA	94025	kellie.winkler@neatmethod.com	414-217-0494	
Kelly Hayden	Austin	Hayden Concepts, LLC	3213 Tehama Court,, TX	Austin	TX	78738	kellyhayden@neatmethod.com	512-426-3511	
Kelly Platte*	Columbus	PH Design, LLC	7820 Ackerly Loop,, OH	New Albany	OH	43054	kelly.platte@neatmethod.com	614-323-2076	
	Kris White	Ft Lauderdale	Personalized Organization, LLC	,, FL					

Kristian Dunning	Grand Rapids	Kristian Dunning LLC	7875 Carlisle Ct SW,, ~~MI~~	Byron Center	MI	49315	kristian.dunning@neatmethod.com	616-540-6600
~~Kris White~~	~~Ft Lauderdale~~	~~Personalized Organization, LLC~~	5261 SW 9th Court	Plantation	~~FL~~	33317	kris@neatmethod.com	954-415-4776
Lara Duffy	Monmouth	Lennox & Co Organizing, LLC (DBA NEAT Method)	36 Lennox Avenue,, ~~NJ 07760~~	Rumson	NJ	*07760	lara.duffy@neatmethod.com	917-566-5517
Laura DeFalco	Naperville	Laura DeFalco LLC	1269 Whitingham Circle,, ~~IL~~	Naperville	IL	60540	laura@neatmethod.com	630-605-5946
Laura Frasor	Tampa	Suburban Neat LLC	9918 Menander Wood Ct,, ~~FL~~	Odessa	FL	33556	lauraf@neatmethod.com	813-545-0761
Lauren Alsup	Minneapolis	30 Orchard Lane	2136 Ford Parkway #8114,, ~~MN~~	St Paul	MN	55116	laurensup@neatmethod.com	651-353-2569
Lauren Dupuis	Reno/Tahoe	LMSN Holdings LLC	2353 Stone Rise Road,, ~~NV~~	Reno	NV	89521	lauren.dupuis@neatmethod.com	415-640-8140
Lauren Morrissey	Denver East	L Morrissey LLC	11049 E 28th Place,, ~~CO~~	Denver	CO	80238	lauren.morrissey@neatmethod.com	901-651-7475
Lauren Rosenthal	San Francisco - East Bay	A Place for Everything LLC	2931 Dorothy Drive,, ~~CA~~	Pleasant Hill	CA	94523	lauren.rosenthal@neatmethod.com	925-918-2401
Lauren Sadlon	Northern Virginia	LRS Concepts, LLC	8009 Yorktown Drive,, ~~VA~~	Alexandria	VA	22308	lauren.sadlon@neatmethod.com	703-963-3603
Lauren Spehr	Chicago - North Shore	LMS Creative Solutions, LLC	811 Chicago Ave, Unit 505,, ~~IL~~	Evanston	IL	60202	laurens@neatmethod.com	630-267-0277
Linda Horn	Denver Downtown	Akhorn, LLC	51 N Pennsylvania Street,, ~~CO~~	Denver	CO	80203	linda.horn@neatmethod.com	303-803-4332

	~~Lindsey Jones~~	~~Knoxville~~	~~Lindsey Jones LLC~~	~~7038 Lawford Rd.,~~	~~TN~~			
Lindsay Herrick*	Columbus	PH Design, LLC	1422 Taylor Corners Circle,, ~~OH~~	Blacklick	OH	43004	lindsay.herrick@neatmethod.com	614-937-7326
Lindsay Plum	Katy	The Plum Organized Company, LLC	1923 Pepper Grove Lane, ~~TX~~	Katy	TX	77494	lindsay.plum@neatmethod.com	281-796-0194
Lizette Elizondo	San Antonio	Nacho 201, LLC	18719 Desert Flower,, ~~TX~~	San Antonio	TX	78258	lizette.elizondo@neatmethod.com	956-334-5380

Louisa Roberts*	NYC	Louisa M. LLC	61 Bright St., Unit 1, ~~NJ~~	Jersey City	NJ	07302	louisa@neatmethod.com	814-952-3667
Lyndsey Morgan	Frisco	Lyndsey D Morgan LLC	3944 Los Robles Dr, ~~TX~~	Plano	TX	75074	lyndsey.morgan@neatmethod.com	214-223-7884
Marisa Berman*	Philadelphia	Philadelphia Neat LLC	2028 Delancey Place, ~~PA~~	Philadelphia	PA	19103	marisa.berman@neatmethod.com	215-518-0492
Marci Kelkar	Birmingham Bloomfield	Marci Kelkar, LLC	30 Orchard Lane, ~~MI~~	Bloomfield Hills, ~~MI~~	MI	48304	marci.kelkar@neatmethod.com	847-833-1514
Maureen Howard	The Hamptons	Maureen Howard, LLC	40 Village Road, ~~NJ~~	Florham Park	NJ	07932	maureen.howard@neatmethod.com	201-454-1792
<u>Meaghan Resenhoeft</u>	<u>Savannah</u>	<u>Timberbrook Group LLC</u>	<u>136 Harbour Passage</u>	<u>Hilton Head Island</u>	<u>SC</u>	<u>29926</u>	<u>meaghan.resenhoeft@neatmethod.com</u>	<u>610-554-6060</u>
Meg Garcia	Columbia	Meg Garcia LLC	907 B West Avenue, ~~SC~~	West Columbia	SC	29169	meg.garcia@neatmethod.com	803-915-3484
<u>Melanie Rickus*</u>	<u>Bucks County</u>	<u>LR Organizing LLC</u>	<u>2039 Williamsburg Road</u>	<u>Huntingdon Valley</u>	<u>PA</u>	<u>19006</u>	<u>melanie.rickus@neatmethod.com</u>	<u>267-240-6135</u>
Melissa Porter	Hartford	Melissa Porter LLC	12 Landing Hill Road	East Haddam	~~CT~~ <u>Crestwood Rd, West Hartford, CT 06107-CT</u>	06423	melissa.porter@neatmethod.com	860-214-1223
Mia Whalley	New Hampshire	Mia Whalley LLC	1 Palomino Road, ~~NH~~	Gilford	NH	03249	mia@neatmethod.com	603-799-1859
Nicole Bartlett	Charlotte	NBB5 Consulting, LLC	808 Sardis Lane, ~~NC~~	Charlotte	NC	28270	nicole.bartlett@neatmethod.com	812-455-1888
Nicole Longo	Los Angeles - South Bay	Nicole Longo LLC	13071 Bluff Creek Drive, ~~CA~~	Los Angeles	CA	90094	nicole.longo@neatmethod.com	310-402-6447
Raychel Klein	Seattle	Raybaybay LLC	8312 California Ave SW, ~~WA~~	Seattle	WA	98136	raychel.klein@neatmethod.com	360-440-2601

		Ryan Nugent			61567 Riverwalk Ln, OR 97702		ryan.nugent@neatmethod.com	815-295-7293
Sara Sorrows	Grand Strand	Sara Sorrows LLC	897 Kingston Lake Dr, SC	Conway	SC	29526	sara.sorrows@neatmethod.com	817-907-4929
Sarah Beyer	Bend	Space to Nourish, LLC	3223 NW Strickland Way	Bend	OR	97703	sarah.beyer@neatmethod.com	435-655-1689
Sarah Edelman*	Atlanta	S & D Simply Organized LLC	2690 Etienne Lane, GA	Cumming	GA	30041	sarah@neatmethod.com	404-993-2848

Shannon Drackett	Naples	Shannon Drackett LLC	6688 Stonegate Drive,, ~~FL~~	Naples	FL	34109	shannon.drackett@neatmethod.com	239-571-1182
Shelley Anboub	Dallas - Highland Park	SRTims, LLC	3111 Welborn, Unit 1501,, ~~TX~~	Dallas	TX	75219	shelley.anboub@neatmethod.com	469-855-1473
Stephanie Craig	Indianapolis	Functional Decor LLC	10856 Mossy Rock Drive,, ~~IN~~	Fishers	IN	46038	stephanie.craig@neatmethod.com	317-502-9104
Stephanie Hampton	Fort Worth	Stephanie Lynell Hampton, LLC	1011 Thornridge Court,, ~~TX~~	Argyle	TX	76226	stephanie.hampton@neatmethod.com	214-240-8514
Stephanie Pace	Pittsburgh	Stephanie Pace, LLC	117 Keifer Drive,, ~~PA~~	Pittsburgh	PA	15214	stephanie.pace@neatmethod.com	412-419-1179
Stephanie Pasley	Rhode Island	Stephanie Pasley, LLC	61 Janna Court,, ~~North Kingston, RI~~	North Kingston	RI	02852	stephanie.pasley@neatmethod.com	401-651-6474
Stephanie ZyboyovskiZboyovski	Raleigh/Durham	Steph & Jana LLC	632 Newlyn Drive,, ~~NC~~	Raleigh	NC	27606	stephanie.zboyovski@neatmethod.com	919-741-8186
Susie Renninger	Baltimore North	SRenn LLC	2037 Watervale Rd,, ~~MD~~	Fallston	MD	21047	susie.renninger@neatmethod.com	603-490-0257
Sydney Coale	Dallas - Lakewood	SC Coale LLC	6045 Prospect Ave,, ~~TX~~	Dallas	TX	75206	sydney.coale@neatmethod.com	214-686-3833
Tara Burdette	Tulsa	Tara Lee Interiors LLC	4684 S Winston Ave,, ~~OK~~	Tulsa	OK	74135	tara.burdette@neatmethod.com	214-641-6531
Tatiana Blanco	Miami	Mas y Mas LLC	5891 SW 82nd Street,, ~~FL~~	Miami	FL	33143	tatiana@neatmethod.com	305-606-8190
<u>Tiffany Lynch</u>	<u>Bucks County</u>	<u>LR Organizing LLC</u>	<u>635 League Street Philadelphia, PA 19147</u>	Philadelphia	<u>PA</u>	<u>19147</u>	<u>tiffany.lynch@neatmethod.com</u>	<u>202-679-7655</u>
Tracey Kuennen	San Diego	Tracey M Kuennen LLC	9911 Leavesly Trail,, ~~CA~~	Santee	CA	92071	tracey.kuennen@neatmethod.com	619-333-6983
Tricia Jo Hearn	Orange County	TJHH LLC	2339 Port Carlisle Place,, ~~CA~~	Newport Beach	CA	92660	tricia.hearn@neatmethod.com	424-212-2242
Wendy Rossier	Jersey Shore	Jersey Shore Spaces LLC	302 Turnstone Place	Cape May Court House	~~100 N Monroe Ave Unit 3, Margate~~	08210	wendy.rossier@neatmethod.com	484-955-4665

						~~NJ, NJ~~ 08402			
Windy Dehem		Macon	Windy Dehem LLC	1217 Deer Run Trail, ~~GA~~	Perry	GA	31069	windy.dehem@neatmethod.com	478-714-1934

* Six (6) locations are co-owned. Each owner is listed in the Current Franchisees table above, but each co-owned location is counted as one franchise.

Franchisees who ~~have ceased operations~~left the system in 20242025:

~~Name~~ Owner	Market	Business Name	~~Home~~ Address	City	State	Zip	Email	Phone Number
	~~Chelsea Whelan~~	~~Northwest Arkansas~~	~~Organized & Refreshed Spaces LLC~~	~~5303 Bryan Place, Springdale, AR 72764~~			~~479-966-7338~~	
	~~Elizabeth Kilberg~~	~~Richmond~~	~~Kilberg Ventures Richmond LLC~~	~~802 Baldwin Rd., Henrico, VA 23229~~			~~804-338-1046~~	
	~~Jacie Patino~~	~~Las Vegas Valley~~	~~JP Neat LLC~~	~~46 Sawgrass Court, Las Vegas, NV 89113~~			~~702-808-1725~~	
~~Lauren Combs Seden~~	~~Detroit~~ ~~Kansas City~~	~~Lauren Combs CGS Services LLC~~	~~32711 Bingham 753 S Woodson Ln, Bingham Farms, MI 48025~~	~~Gardner~~ ~~313-910-6343~~	~~KS~~	~~66030~~	~~celsie@neatmethod.com~~	~~785-213-5781~~
~~Lisa Hudak~~ ~~Jennifer Barton~~	~~Cleveland~~ ~~St Louis~~	~~LAK Design BoKo LLC~~	~~10824 Rondelay Dr 32731 Albion Drive, Avon Lake, OH 44012~~	~~St Louis~~ ~~216-313-5472~~	~~MO~~	~~63141~~	~~jennifer.barton@neatmethod.com~~	~~818-404-5773~~
~~Kaitlyn Dane~~ ~~Mallory Myers~~	~~Chicago - Western Suburbs~~ ~~Baton Rouge~~	~~MGM, Kaitlyn Dane LLC~~	~~25136 Old Greenwell Springs Rd, Greenwell Springs, LA 70739 337 Vance Street~~	~~Lombard~~ ~~225-362-8871~~	~~IL~~	~~60148~~	~~kaitlyn.dane@neatmethod.com~~	~~630-605-3028~~
	~~Rachel LaMantia~~	~~Seattle~~	~~Seattle Home Simplified~~	~~15300 112th Ave NE, Unit C205, Bothell, WA 98028~~				
~~Alexandra Franco~~ ~~Katie Monge~~	~~Chicago~~ ~~Fresno~~	~~Rooftop Holdings Katie Monge, LLC~~	~~6075 N Remington 1254 W Barry Ave, Fresno, CA 93704~~	~~Chicago~~ ~~559-905-4395~~	~~IL~~	~~60657~~	~~katie.monge@neatmethod.com~~	~~319-404-2314~~
~~Jacklyn Zylstra~~ ~~Kathryn Gute~~	~~Salt Lake City~~ ~~Chicago - Northwest Suburbs~~	~~JZ Organizing Clear & Simple LLC~~	~~6 Shenandoah Circle 182 N 100 W,~~	~~South Barrington~~ ~~909-373-6439~~	~~IL~~	~~60010~~	~~kathryn.gute@neatmethod.com~~	~~440-668-0311~~

				American Fork, UT 84003					
Meg Wittman Jones	Lindsey	OrlandoKnoxville	Organized Approach LLC	101 S Interlachen Ave, #101, Winter Park, FL 327897038 Lawford Rd.	Knoxville216-965-4494	TN	37919	lindsey.jones@neatmethod.com	865-315-5888

Melanie Walker	Las Vegas	Energyrx Consulting LLC	769 Tillis Place, Las Vegas, NV 89138	702-563-7728
Liz Girsch	Milwaukee	N/A	N36 W7575 Buchanan Court, Cedarburg, WI 53012	414-559-4227
Caitlin Sirianni		N/A	207 S Swarthmore Ave, Swarthmore, PA 19081	215-870-7710

Franchisees with a signed Franchise Agreement as of December 31, 2025, but were not open as of December 31, 2025:

<u>Owner</u>	<u>Market</u>	<u>Business Name</u>	<u>Address</u>	<u>Email Address</u>	<u>Phone</u>
<u>Sierra Harlan</u>	<u>Bozeman, MT</u>	<u>Sierra Harlin LLC</u>	<u>5461 Vermeer Lane, Bozeman, MT 59718</u>	<u>sierra.harlin@neatmethod.com</u>	<u>406-579-1890</u>
<u>Isabella Scalise</u>	<u>Traverse City, MI</u>	<u>ILS Designs, LLC</u>	<u>9055 E Strang Road, Traverse City, MI 49684</u>	<u>isabella.scalise@neatmethod.com</u>	<u>708-567-5414</u>
<u>Danielle Moore</u>	<u>Houston, TX</u>	<u>Modern Method, LLC</u>	<u>3659 Cottage Pines Lane, Spring, TX 77386</u>	<u>danielle.moore@neatmethod.com</u>	<u>832-253-4621</u>
<u>Amy Liga</u>	<u>Sarasota, FL</u>	<u>Liga Interiors, LLC</u>	<u>11215 Rivers Bluff Circle, Lakewood Ranch, FL 34202</u>	<u>amy.liga@neatmethod.com</u>	<u>954-560-1976</u>
<u>Jenn Kessler</u>	<u>San Diego North County, CA</u>	<u>The Kessler Collective LLC</u>	<u>1505 Halia Court, Encinitas, CA 92024</u>	<u>jenn.kessler@neatmethod.com</u>	<u>202-744-0775</u>

EXHIBIT G
STATE ADDENDA

**ADDENDUM TO FRANCHISE DISCLOSURE DOCUMENT AND FRANCHISE
AGREEMENT FOR CERTAIN STATES FOR
NM FRANCHISE OPERATIONS, LLC**

The following modifications are made to the NM Franchise Operations, LLC (“**Franchisor**,” “**us**,” “**we**,” or “**our**”) Franchise Disclosure Document (“**FDD**”) given to Franchisee (“**Franchisee**,” “**you**,” or “**your**”) and may supersede, to the extent then required by valid applicable state law, certain portions of the Franchise Agreement between you and us dated _____ (“**Franchise Agreement**”). When the term “**Franchisor’s Choice of Law State**” is used, it means Colorado.

Certain states have laws governing the franchise relationship and franchise documents. Certain states require modifications to the FDD, Franchise Agreement and other documents related to the sale of a franchise. This State-Specific Addendum (“**State Addendum**”) will modify these agreements to comply with the state’s laws. The terms of this State Addendum will only apply if you meet the requirements of the applicable state independently of your signing of this State Addendum. The terms of this State Addendum will override any inconsistent provision of the FDD, Franchise Agreement or any Supplemental Documents. This State Addendum only applies to the following states: California, Hawaii, Illinois, Indiana, Maryland, Michigan, Minnesota, New York, North Dakota, Rhode Island, South Dakota, Virginia, Washington, and Wisconsin.

If your state requires these modifications, you will sign this State Addendum along with the Franchise Agreement.

CALIFORNIA

Spousal liability: Your spouse will be 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.

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.

Section 3119 of the California Corporations Code requires that we provide you a copy of all proposed agreements relating to the sale of the Franchise be delivered together with the FDD, 14 DAYS PRIOR TO EXECUTION OF AGREEMENT.

Failure to open the Franchised Business within ~~1590~~ days after the signing of the Franchise Agreement may result in termination of the Agreement and potential loss of your investment.

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

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 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.

The California Franchise Investment Law requires a copy of all proposed agreements relating to the sale of the Franchise be delivered together with the FDD.

Before the franchisor can ask you to materially modify your existing franchise agreement, Section 31125 of the California Corporations Code requires the franchisor to file a material modification application with the Department that includes a disclosure document showing the existing terms and the proposed new terms of your franchise agreement. Once the application is registered, the franchisor must provide you with that disclosure document with an explanation that the changes are voluntary.

The Franchise Agreement contains, and if applicable, the Supplemental Agreements may contain, provisions requiring binding arbitration with the costs being awarded to the prevailing party. The arbitration will occur in Colorado. Prospective franchisees are encouraged to consult private legal counsel to determine the applicability of California and federal laws (such as Business and Professions Code Section 20040.5, Code of Civil Procedure Section 1281, and the Federal Arbitration Act) to any provisions of the Franchise Agreement or Supplemental Agreements restricting venue to a forum outside the State of California. The Franchise Agreement may contain a mediation provision. If so, the parties shall each bear their own costs of mediation and shall share equally the filing fee and the mediator's fees.

The Franchise Agreement and Supplemental Agreements require the application of the law of the State of Colorado. This provision may not be enforceable under California law.

Neither Franchisor nor any other person listed in Item 2 of the FDD is subject to any currently effective order of any national securities association or national securities exchange, as defined in the Securities Exchange Act of 1934, 15 U.S.C.A. 78a et seq., suspending or expelling such persons from membership in such association or exchange.

California Business and Professions Code Sections 20000 through 20043 provide rights to you concerning termination, transfer, or non-renewal of a franchise. If the Franchise Agreement or Supplemental Agreements contain a provision that is inconsistent with the California Franchise Investment Law, the California Franchise Investment Law will control.

The Franchise Agreement and Supplemental Agreements may provide for termination upon bankruptcy. Any such provision may not be enforceable under federal bankruptcy law (11 U.S.C.A. SEC. 101 et seq.).

The Franchise Agreement and Supplemental Agreements contain 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.

Under California Civil Code Section 1671, certain liquidated damages clauses are unenforceable. Any such provisions contained in the Franchise Agreement or Supplemental Agreements may not be enforceable.

The earnings claim figures do not reflect the costs of sales, operating expenses, or other costs or expenses that must be deducted from the service 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.

Under California law, an agreement between a seller and a buyer regarding the price at which the buyer can resell a product (known as vertical price-fixing or resale price maintenance) is illegal. Therefore, requirements on franchisees to sell goods or services at specific prices set by the franchisor may be unenforceable.

You must sign a general release of claims if you renew or transfer your franchise. California Corporations Code Section 31512 voids a waiver of your rights under the Franchise Investment Law (California Corporations Code Sections 31000 through 31516). Business and Professions Code Section 20010 voids a waiver of your rights under the Franchise Relations Act (Business and Professions Code Sections 20000 through 20043).

Any interest rate charged to a California franchisee shall comply with the California Constitution. The interest rate shall not exceed either (a) 10% annually or (b) 5% annually plus the prevailing interest rate charged to banks by the Federal Reserve Bank of San Francisco, whichever is higher.

Our website 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.

CALIFORNIA ADDENDUM TO FRANCHISE AGREEMENT

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 any amendment thereto or any agreement to the contrary is superseded by this condition.

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.

The undersigned parties do hereby acknowledge receipt of this Addendum.

Dated this _____ day of _____ 20_____.

FRANCHISOR:
NM FRANCHISE OPERATIONS, LLC

By: _____
Name: _____
Title: _____
Date: _____

FRANCHISEE:

By: _____
Name: _____
Title: _____
Date: _____

HAWAII

The following is added to the Cover Page:

THIS FRANCHISE WILL BE/HAS BEEN FILED UNDER THE FRANCHISE INVESTMENT LAW OF THE STATE OF HAWAII. FILING DOES NOT CONSTITUTE APPROVAL, RECOMMENDATION OR ENDORSEMENT BY THE DIRECTOR OF COMMERCE AND CONSUMER AFFAIRS OR A FINDING BY THE DIRECTOR OF COMMERCE AND CONSUMER AFFAIRS THAT THE INFORMATION PROVIDED IN THIS FRANCHISE DISCLOSURE DOCUMENT 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 YOU OR SUBFRANCHISOR AT LEAST SEVEN (7) DAYS PRIOR TO THE EXECUTION BY YOU OR SUBFRANCHISOR OF ANY BINDING FRANCHISE OR OTHER AGREEMENT, OR AT LEAST SEVEN (7) DAYS PRIOR TO THE PAYMENT OF ANY CONSIDERATION BY YOU, 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 US AND YOU.

Registered agent in the state authorized to receive service of process:

Commissioner of Securities of the State of Hawaii
Department of Commerce and Consumer Affairs
Business Registration Division
335 Merchant Street, Room 203
Honolulu, Hawaii 96813

ILLINOIS

Illinois law governs the Agreements.

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.

Section 19 of the Illinois Franchise Disclosure Act sets forth the conditions and notice requirements for termination of a franchise agreement.

Section 20 of the Illinois Franchise Disclosure Act sets forth the conditions of non-renewal of a franchise agreement, along with the compensation requirements.

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.

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 behalf of the Franchisor, franchise seller or other person acting on behalf of a Franchisor. This provision supersedes any other term of any document executed in connection with the franchise.

NM FRANCHISE OPERATIONS, LLC

PROSPECTIVE FRANCHISEE:

By _____
Ashley Murphy, CEO

By _____
Name:
Title:

Dated: _____

INDIANA

Item 13 of the FDD is amended to add the following:

Under Indiana Code Section 23-2-2.7-1(4), we will not accept any rebates from any person with whom you do business or associate in relation to transactions between you and the other person, other than for compensation for services rendered by us, unless the rebate is properly accounted for and submitted to you.

Item 17 of the FDD is amended to add the following:

Indiana Code 23-2-2.7-1(7) makes it unlawful for us to unilaterally terminate your Franchise Agreement unless there is a material violation of the Franchise Agreement and termination is not in bad faith.

Indiana Code 23-2-2.7-1(5) prohibits us to require you to agree to a prospective general release of claims subject to the Indiana Deceptive Franchise Practices Act.

The "Summary" column in Item 17.t. of the FDD is deleted and the following is inserted in its place:

Notwithstanding anything to the contrary in this provision, you do not waive any right under the Indiana Statutes with regard to prior representations made by us.

The “Summary” column in Item 17.v. of the FDD is deleted and the following is inserted in its place:

Litigation regarding Franchise Agreement in Indiana; other litigation in Franchisor’s Choice of Law State. This language has been included in this Franchise Disclosure Document as a condition to registration. The Franchisor and the Franchisee do not agree with the above language and believe that each of the provisions of the Franchise Agreement, including all venue provisions, is fully enforceable. The Franchisor and the Franchisee intend to fully enforce all of the provisions of the Franchise Agreement and all other documents signed by them, including but not limited to, all venue, choice-of-law, arbitration provisions and other dispute avoidance and resolution provisions and to rely on federal pre-emption under the Federal Arbitration Act.

The “Summary” column in Item 17.w. of the FDD is deleted and the following is inserted in its place:

Indiana law applies to disputes covered by Indiana franchise laws; otherwise Franchisor’s Choice of Law State law applies.

Despite anything to the contrary in the Franchise Agreement, the following provisions will supersede and apply to all Franchises offered and sold in the State of Indiana:

The laws of the State of Indiana supersede any provisions of the FDD, the Franchise Agreement, or Franchisor’s Choice of Law State law, if such provisions are in conflict with Indiana law.

The prohibition by Indiana Code 23-2-2.7-1(7) against unilateral termination of the Franchise without good cause or in bad faith, good cause being defined under law as including any material breach of the Franchise Agreement, will supersede the provisions of the Franchise Agreement relating to termination for cause, to the extent those provisions may be inconsistent with such prohibition.

Any provision in the Franchise Agreement that would require you to prospectively assent to a release, assignment, novation, waiver or estoppel which purports to relieve any person from liability imposed by the Indiana Deceptive Franchise Practices Law is void to the extent that such provision violates such law.

The covenant not to compete that applies after the expiration or termination of the Franchise Agreement for any reason is hereby modified to the extent necessary to comply with Indiana Code 23-2-2.7-1 (9).

The following provision will be added to the Franchise Agreement:

No Limitation on Litigation. Despite the foregoing provisions of this Agreement, any provision in the Agreement which limits in any manner whatsoever litigation brought for breach of the Agreement will be void to the extent that any such contractual provision violates the Indiana Deceptive Franchise Practices Law.

MARYLAND

Addendum to FDD and Franchise Agreement

Item 17 of the FDD and the Franchise Agreement are amended to state: “The general release required as a condition of renewal, sale, and/or assignment/transfer shall not apply to any liability under the Maryland Franchise Registration and Disclosure Law.”

Item 17 of the FDD and sections of the Franchise Agreement are amended to state that 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 three (3) years after the grant of the Franchise.

The Franchise Agreement is amended to state that all representations requiring prospective franchisees to assent to a release, estoppel, or waiver of liability are not intended to, nor shall they act as, a release, estoppel, or waiver of any liability incurred under the Maryland Franchise Registration and Disclosure Law.

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.

The Franchise Agreement provides for termination upon bankruptcy. This provision may not be enforceable under Federal Bankruptcy Law (11 U.S.C.A Sec. 101 et seq.).

The Franchise Agreement is amended to delete Section 4.d **Acknowledgement by Franchisee in its entirety.**

Dated _____

NM FRANCHISE OPERATIONS LLC

PROSPECTIVE FRANCHISEE

Name: _____

Title: _____

Name: _____

Title: _____

MINNESOTA

Despite anything to the contrary in the Franchise Agreement, the following provisions will supersede and apply to all Franchises offered and sold in the State of Minnesota:

1. 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.
2. 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.
3. Minnesota Rules 2860.4400(D) prohibits a franchisor from requiring a franchisee to assent to a general release.
4. The franchisee cannot consent to the franchisor obtaining injunctive relief. The franchisor may seek injunctive relief. See Minn. Rules 2860.4400J.
5. With respect to franchises governed by Minnesota law, the franchisor will comply with Minnesota Statutes, Section 80C.17, Subd. 5, which requires that no action may be commenced more than three years after the cause of action accrues.
6. Item 13 of the FDD is hereby amended to state that we will protect your rights under the Franchise Agreement to use the Marks, or indemnify you from any loss, costs, or expenses arising out of any third-party claim, suit or demand regarding your use of the Marks, if your use of the Marks is in compliance with the provisions of the Franchise Agreement and our System standards.
7. Minnesota Rule 2860.4400(D) prohibits a franchisor from requiring a franchisee to assent to a general release. As a result, the FDD and the Franchise Agreement, which require you to sign a general release prior to renewing or transferring your Franchise, are hereby deleted from the Franchise Agreement, to the extent required by Minnesota law.
8. The following language will appear as a new paragraph of the Franchise Agreement:

No Abrogation. Pursuant to Minnesota Statutes, Section 80C.21, nothing in the dispute resolution section of this Agreement will in any way abrogate or reduce any of your rights as provided for in Minnesota Statutes, Chapter 80C.
9. Minnesota Statute Section 80C.17 states that no action for a violation of Minnesota Statutes, Sections 80C.01 to 80C.22 may be commenced more than three (3) years after the cause of action accrues. To the extent that the Franchise Agreement conflicts with Minnesota law, Minnesota law will prevail.
10. Item 6 of the FDD and Section I of the Franchise Agreement is hereby amended to limit the Insufficient Funds Charge to \$30 per occurrence pursuant to Minnesota Statute 604.113.
11. Minnesota Rule 2860.4400(K) prohibits a franchisor from requiring a security deposit except for the purpose of securing against damage to property, equipment, inventory, or leaseholds

12. 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 with the franchise.

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.

NEW YORK

ADDENDUM TO FRANCHISE DISCLOSURE DOCUMENT AND FRANCHISE AGREEMENT FOR NEW YORK

1. The following information is added to the cover page of the Franchise Disclosure Document:

INFORMATION COMPARING FRANCHISORS IS AVAILABLE. CALL THE STATE ADMINISTRATORS LISTED IN EXHIBIT A OR YOUR PUBLIC LIBRARY FOR RESOURCES 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 CANNOT 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:

Except as provided 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 that is 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 ten years immediately preceding the application for registration, has been convicted of or pleaded nolo contendere to a misdemeanor charge or has been the subject of a civil action alleging: violation of a franchise, antifraud, or securities law; fraud; embezzlement; fraudulent conversion or misappropriation of property; or unfair or deceptive practices or comparable allegations.

D. No such party is subject to a currently effective injunctive or restrictive order or decree relating to the franchise or under a Federal, State, or Canadian franchise, securities, antitrust, trade regulation, or trade practice law resulting from a concluded or pending action or proceeding brought by a public agency; or is subject to any currently effective order of any national securities association or national securities exchange, as defined in the Securities and Exchange Act of 1934, suspending or expelling such person from membership in such association or exchange; or is subject to a currently effective injunctive or restrictive order relating to any other business activity as a result of an action brought by a public agency or department, including, without limitation, actions affecting a license as a real estate broker or sales agent.

3. The following is added to the end of 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; this proviso intends that the non-waiver provisions of General Business Law Sections 687(4) and 687(5) be satisfied.

4. The following language replaces the “Summary” section of Item 17(d), titled “Termination by a franchisee”: “You may terminate the agreement on any grounds available by law.”

5. 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.

6. 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.

7. 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 earliest 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.

NORTH DAKOTA

The Cover Page, Item 5 and Item 7 of the FDD and Article VI of the Franchise Agreement shall be amended by the addition of the following language:

“Based on our financial condition, the North Dakota Securities Department has required that payment of the initial franchise fee be deferred until you have completed your initial training and open your first Restaurant for business.”

Sections of the FDD and the Franchise Agreement requiring that you sign a general release, estoppel or waiver as a condition of renewal and/or assignment may not be enforceable as they relate to releases of the North Dakota Franchise Investment Law.

Sections of the FDD and the Franchise Agreement requiring resolution of disputes to be outside North Dakota may not be enforceable under Section 51-19-09 of the North Dakota Franchise Investment Law, and are amended accordingly to the extent required by law.

Sections of the FDD and the Franchise Agreement relating to choice of law may not be enforceable under Section 51-19-09 of the North Dakota Franchise Investment Law, and are amended accordingly to the extent required by law.

Any sections of the FDD and the Franchise Agreement requiring you to consent to liquidated damages and/or termination penalties may not be enforceable under Section 51- 19-09 of the North Dakota Franchise Investment Law, and are amended accordingly to the extent required by law.

Any sections of the FDD and the Franchise Agreement requiring you to consent to a waiver of trial by jury may not be enforceable under Section 51-19-09 of the North Dakota Franchise Investment Law, and are amended accordingly to the extent required by law.

Any sections of the FDD and the Franchise Agreement requiring you to consent to a waiver of exemplary and punitive damages may not be enforceable under Section 51-19- 09 of the North Dakota Franchise Investment Law, and are amended accordingly to the extent required by law.

Item 17(r) of the FDD and Section 7 of the Franchise Agreement disclose the existence of certain covenants restricting competition to which Franchisee must agree. The Commissioner has held that covenants restricting competition contrary to Section 9-08-06 of the North Dakota Century Code, without further disclosing that such covenants may be subject to this statute, are unfair, unjust, or inequitable within the intent of Section 51-19-09 of the North Dakota Franchise Investment Law. The FDD and the Franchise Agreement are amended accordingly to the extent required by law.

RHODE ISLAND

§ 19-28.1-14 of the Rhode Island Franchise Investment Act provides that “A provision in a franchise agreement restricting jurisdiction or venue to a forum outside this state or requiring the application of the laws of another state is void with respect to a claim otherwise enforceable under this Act.” The FDD and the Franchise Agreement are amended accordingly to the extent required by law.

The above language has been included in this FDD as a condition to registration. The Franchisor and the Franchisee do not agree with the above language and believe that each of the provisions of the Franchise Agreement and the Supplemental Agreements, including all choice of law provisions, are fully enforceable. The Franchisor and the Franchisee intend to fully enforce all of the provisions of the Franchise Agreement, the Supplemental Agreements, and all other documents signed by them, including but not limited to, all venue, choice-of-law, arbitration provisions and other dispute avoidance and resolution provisions and to rely on federal pre-emption under the Federal Arbitration Act.

SOUTH DAKOTA

The cover page and Items 5 and 7 of the FDD and Article VI of the Franchise Agreement are supplemented with the following language: “Based on our financial condition, the South Dakota Securities Regulation Office has required that all initial fees be deferred until such time as we have completed our initial obligations to you and your Franchised Business is open for business.”

VIRGINIA

Item 17(h). The following is added to Item 17(h):

“Pursuant to Section 13.1-564 of the Virginia Retail Franchising Act, it is unlawful for a franchisor to use undue influence to induce a franchisee to surrender any right given to him under the franchise. If any provision of the Franchise Agreement or Supplemental Agreements involve the use of undue influence by the Franchisor to induce a franchisee to surrender any rights given to franchisee under the Franchise, that provision may not be enforceable.”

In recognition of the restrictions contained in Section 13.1-564 of the Virginia Retail Franchising Act, the FDD for NM Franchise Operations or use in the Commonwealth of Virginia shall be amended as follows:

Additional Disclosure. The following statements are added to Item 8 and Item 17.h.

Pursuant to 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 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.

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.

WASHINGTON

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. The Franchise Agreement is amended to state the following: “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.”
20. 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.
21. Attachment I titled “General Release” shall not apply to claims arising under the Franchise Investment Protection Act, chapter 19.100 RCW, or the rules adopted thereunder in accordance with RCW 19.100.220(2).
22. Section 22.1 of the Franchise Agreement shall not apply in the State of Washington.

Based on our financial condition, the Washington Department of Financial Institutions, Securities Division, has required that collection of the initial franchise fee be deferred until the franchisor has fulfilled its initial pre-opening obligations and the franchisee is open for business.

The undersigned parties do hereby acknowledge receipt of this Addendum.

Dated this _____ day of _____ 20_____.

FRANCHISOR:
NM FRANCHISE OPERATIONS, LLC

By: _____

Name: _____

Title: _____

Date: _____

FRANCHISEE:

By: _____

Name: _____

Title: _____

Date: _____

WISCONSIN

The Wisconsin Fair Dealership Law, Chapter 135 of the Wisconsin Statutes supersedes any provision of the Franchise Agreement if such provision is in conflict with that law. The Franchise Disclosure Document, the Franchise Agreement and the Supplemental Agreements are amended accordingly.

EXHIBIT H
GENERAL RELEASE

This Release (the “Release”) is made and entered into this ____ day of _____, 20____, by and between NM Franchise Operations, LLC, a Colorado limited liability company (“NM”), and _____ **[Corporation/LLC name]** a **[insert jurisdiction of incorporation or organization]** **[corporation/limited liability company]** (“Franchisee”) and **[names of shareholders or members]** (“Guarantors”).

WITNESSETH:

WHEREAS, NM and Franchisee are parties to a Neat Method Franchise Agreement dated _____ (the “Franchise Agreement”) granting Franchisee the right to open a Neat Method business, according to said Franchise Agreement within an area described in Exhibit A to the Franchise Agreement; and

WHEREAS, Guarantors are the sole **[shareholders/members]** of Franchisee; and

WHEREAS, Guarantors personally guaranteed the obligations of Franchisee under the Franchise Agreement; and

Use the following if Franchisee has sold the franchised business – Option 1:

WHEREAS, Franchisee has entered into a **[insert title of sale or transfer agreement]** (the “Sale Agreement”) with **[Name of Buyer]** (collectively, the “Buyer”) assigning unto Buyer, all rights, privileges and goodwill in said Franchise Agreement, subject to the terms and conditions of the Franchise Agreement, which include, without limitation, the agreement by **[Buyer or Franchisee]** to pay NM the required transfer and training fees;

Or alternatively, use the following if Guarantor has sold its interest in the Franchisee – Option 2:

WHEREAS, Guarantor has entered into a **[insert title of sale or transfer agreement]** (the “Sale Agreement”) with **[Name of Buyer]** (collectively, the “Buyer”) transferring to Buyer all of Guarantor’s ownership interest in Franchisee, subject to the terms and conditions thereof, which include, without limitation, the agreement by **[Buyer or Guarantor]** to pay NM the required transfer and training fees;

WHEREAS, NM has agreed to approve the **[assignment of the Franchise Agreement]** **[transfer of ownership interest in Franchisee]** contemplated by the Sale Agreement on the condition that Franchisee **[or Guarantor if Option 2]** release NM as provided in this Release.

WHEREAS, Franchisee **[or Guarantor if Option 2]** desires to release NM from certain obligations, claims, rights and privileges which may have accrued or been established between NM and Franchisee **[or Guarantor if Option 2]** as a result of said Franchise Agreement and relative to the sale and purchase of the franchise rights granted in said Franchise Agreement to Franchisee **[or Guarantor if Option 2]**;

NOW THEREFORE, in consideration of the premises outlined in this Release and the payment of the required training and transfer fees from Buyer to NM, it is agreed:

1. The provisions of the recital paragraphs outlined are incorporated by reference as if set out fully and shall have full force and legal effect.

2. NM agrees to approve the **[assignment of the Franchise Agreement] [transfer of ownership interest in Franchisee]** contemplated by the Sale Agreement.

3. Franchisee and Guarantors **[only Guarantors if Option 2]** on behalf of themselves, their predecessors, successors, assigns, officers, agents, employees, representatives, partners, directors, servants, officers, parents, affiliate and attorneys do RELEASE AND FOREVER DISCHARGE NM and its predecessors, successors, assigns, officers, agents, employees, representatives, partners, directors, servants, officers, parents, affiliate and attorneys and all persons or entities which might be liable from any and all actions, causes of action, claims, demands, damages, costs, expenses and compensation arising out of any event, known or unknown, occurring prior to the date of this Release and specifically, without restricting said Release, release each other from any and all actions, causes of action, claims, demands, damages, costs and expenses directly or indirectly arising out of (a) the Franchise Agreement and any performance required by any party thereunder; (b) any obligation to buy back or repurchase any franchise unit covered by the Franchise Agreement, or any property owned by either party, whether arising under the Franchise Agreement or otherwise; and (c) any facts, claims or representations of the sale of said Franchise Agreement to Franchisee.

4. This Release shall be binding upon and shall inure to the benefit of all parties to this Release, their heirs, executors, administrators, successors, and assigns, and parties agree for themselves and their heirs, executors, administrators, successors and assigns to execute any and all instruments and to perform any acts which may be necessary or proper to carry out the purpose of this Release.

5. This Release sets forth the entire understanding between the parties. No change or modification to this Release shall be valid unless made in writing and signed by all parties to this Release.

6. The provisions of this Release are severable. If any paragraph, section, subdivision, sentence, clause, or phrase of this Release is for any reason held to be contrary to law or contrary to any rule or regulation having the force and effective law, such decision shall not affect the remaining provisions of this Agreement.

7. This Release may be executed in any number of copies, the copies of which shall be deemed an original, but all of which shall constitute one and the same Release.

8. This Release shall be governed by the substantive laws of the State of Colorado.

9. This Release does not apply with respect to claims arising under the Washington Franchise Investment Protection Act, RCW 19.100, and the rules adopted thereunder.

10. The terms hereof are contractual and not mere recitals and they state the entire agreement between the parties.

11. In the event any party to this Release makes a claim relating to any conflict, omission, or ambiguity in this Release, no presumption or burden of proof or persuasion shall be implied by virtue of the fact that this Release was prepared by or at the request of a particular party or its counsel.

IN WITNESS WHEREOF, the parties have executed this Release the day and year first above written.

FRANCHISOR:

FRANCHISEE:

NM FRANCHISE OPERATIONS, LLC

(Corporate of LLC name)

By: _____

Name:

Title:

Name:

Title:

_____, Individually

EXHIBIT I

ELECTRONIC FUNDS TRANSFER AUTHORIZATION FORM

Franchisee Information:

Franchisee Name:

Franchisee Email Address:

Franchisee Phone Number:

Franchisee Mailing Address:

If different from above

Contact Name:

Contact Phone Number:

Contact Address:

Federal Tax ID #:

Bank Account Information:

Bank Name:

Bank Phone Number:

**Bank Mailing
Address:**

Bank Account No.

Bank Routing No. (9 digits)

**Account Type (checking,
savings, etc.)**

Authorization:

Franchisee hereby authorizes NM Franchise Operations, LLC (“**Franchisor**”) to initiate debit entries to Franchisee’s account with the Bank listed above, and Franchisee authorizes the Bank to accept and to debit the amount of such entries to Franchisee’s account. Each debit shall be made from time to time in an amount sufficient to cover any fees payable to Franchisor pursuant to any agreement between Franchisor and Franchisee as well as to cover any purchases of goods or services from Franchisor or any affiliate of Franchisor. Franchisee agrees to be bound by the National Automated Clearing House Association (NACHA) rules in the administration of these debit entries. Debit entries will be initiated only as authorized above. This authorization is to remain in full force and effect until Franchisor has received written notification from Franchisee of its termination in such time and in such manner as to afford Franchisor and the Bank a reasonable opportunity to act on it. Franchisee shall notify Franchisor of any changes to any of the information contained in this authorization form at least 30 days before such change becomes effective.

[Entity Name]

By: _____
[Entity Owner], [Entity Owner Title]

Date: _____

NOTE: FRANCHISEE MUST ATTACH A VOIDED CHECK RELATING TO THE BANK ACCOUNT.

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 documents is filed, registered, or exempt from registration, as of the Effective Date stated below:

State	Effective Date
California	Pending Registration
Hawaii	Pending Registration
Illinois	Pending Registration
Indiana	Pending Registration
Maryland	Pending Registration
Michigan	Pending Registration
Minnesota	Pending Registration
North Dakota	Pending Registration
New York	Pending Registration
Rhode Island	Pending Registration
South Dakota	Pending Registration
Virginia	Pending Registration
Washington	Pending Registration
Wisconsin	Pending Registration

Other states may require registration, filing or an exemption of a franchise under other laws, such as those that regulate the offer and sale of business opportunities or seller-assisted marketing plans.

EXHIBIT ~~I~~J **RECEIPTS**

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 we offer you a franchise, we must provide this disclosure document to you 14 calendar days before you sign a binding agreement with, or make a payment to, us or an affiliate in connection with proposed franchise sale.

New York law requires a franchisor to provide the Franchise Disclosure Document at the earlier of the first personal meeting or ten (10) business days before the execution of the franchise or other agreement or payment of any consideration that relates to the franchise relationship.

Rhode Island require that we give you this disclosure document at the earlier of the first personal meeting or 10 business days before the execution of any binding franchise or other agreement or the payment of any consideration, whichever occurs first.

Michigan, Oregon and Wisconsin require 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 we do not deliver this disclosure document on time or if it contains or 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 the appropriate state agency identified on Exhibit C.

The franchisor is NM Franchise Operations, LLC located at 8 White Birch, Littleton, Colorado 80127. Its telephone number is 773-343-3691.

The name, principal address and telephone number of the franchise seller offering the franchise is: Ashley Murphy, CEO, Julia Purdy, Director, and Marissa Hagmeyer, CMO, at 8 White Birch, Littleton, Colorado 80127, telephone: 773-343-3691.

FTC Issuance Date: April ~~21, 2025~~20, 2026.

See Exhibit D for our registered agents authorized to receive service of process.

I have received a disclosure document dated April ~~21, 2025~~20, 2026, that included the following exhibits:

Exhibit A – Financial Statements
Exhibit B – Franchise Agreement
Exhibit C – State Administrators
Exhibit D – Agents for Service of Process
Exhibit E – Table of Contents of Manuals
Exhibit F – List of Franchisees
Exhibit G – State Addenda
Exhibit H – General Release
~~Exhibit A – Financial Statements~~
~~Exhibit B – Franchise Agreement~~
~~Exhibit C – State Administrators~~
~~Exhibit D – Agents for Service of Process~~
~~Exhibit E – Table of Contents of Manuals~~
~~Exhibit F – List of Franchisees~~
~~Exhibit G – State Addenda~~
~~Exhibit H – General Release~~
Exhibit I – Electronic Funds Transfer Authorization Form
Exhibit J – Receipts

Date: _____
(Do not leave blank)

Signature of Prospective Franchisee

Print Name

(Date, sign and return this Receipt to Franchisor)

EXHIBIT ~~I~~J

RECEIPTS

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~~Exhibit G – State Addenda~~

~~Exhibit H – General Release~~

Exhibit I – Electronic Funds Transfer Authorization Form

Exhibit IJ– Receipts

Date: _____
(Do not leave blank)

Signature of Prospective Franchisee

Print Name

(Date, sign and keep this Receipt for your records)