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FRANCHISE DISCLOSURE DOCUMENT

MERRY MAIDS LIMITED PARTNERSHIP
A Delaware Limited Partnership
860 Ridge Lake Boulevard, C2-7500, Memphis, Tennessee 38120
800-798-8000
franchisesales@merrymaids.com
www.merrymaids.com
www.ownafranchise.com

We grant franchises for house and window cleaning services for residential customers who do not have the time nor the desire to clean regularly.

The total investment necessary to begin operation of a Merry Maids franchise is based on the size of the market offered:

Full-Sized Market total investment is from $90,750 to $123,750 which includes $45,500 to $55,50045depending on the number of Qualified Households and the number of Merry Maids customers being served in the market) that must be paid to the franchisor.

Mid-Sized Market total investment is from $90,750 to $113,750 which includes $45,500 (depending on the number of Merry Maids customers being served in the market) that must be paid to the franchisor.

Small-Sized Market total investment is from $86,750 to $109,750 which includes $41,500 (depending on the number of Merry Maids customers being served in the market) that must be paid to the franchisor.

This disclosure document summarizes certain provisions of your franchise agreement and other information in plain English. Read this disclosure document and all agreements carefully. You must receive this disclosure document at least 14 calendar-days before you sign a binding agreement or make any payment 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 Jared Klepko at 860 Ridge Lake Boulevard, Memphis, Tennessee 38120, or at 901-597-7574.

The terms of your franchise agreement will govern your franchise relationship. Don't rely on the disclosure document alone to understand your franchise agreement. Read all of your franchise agreement carefully. Show your franchise agreement 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 of franchising, such as *"A Consumer's Guide to Buying a Franchise,"* which can help you understand how to use this disclosure document, is available from the Federal Trade Commission. You can contact the FTC at 1.877.FTC.HELP or by writing to the FTC at 600 Pennsylvania Avenue, N.W., Washington, D.C. 20580. You can also visit the FTC's home page at www.ftc.gov for additional information. In addition, there may also be laws on franchising in your state. Ask your state agency or visit your public library for other sources of information on franchising.

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The issuance date of this disclosure document is: April 1, 2017

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STATE COVER PAGE

Your state may have a franchise law that requires a franchisor to register or file with a state franchise administrator before offering or selling in your state. REGISTRATION OF A FRANCHISE BY A STATE DOES NOT MEAN THAT THE STATE RECOMMENDS THE FRANCHISE OR HAS VERIFIED THE INFORMATION IN THIS DISCLOSURE DOCUMENT.

Call the state franchisor administrator listed in Exhibit C for information about the franchisor or about franchising in your state.

MANY FRANCHISE AGREEMENTS DO NOT ALLOW YOU TO RENEW UNCONDITIONALLY AFTER THE INITIAL TERM EXIRES. YOU MAY HAVE TO SIGN A NEW AGREEMENT WITH DIFFERENT TERMS AND CONDITIONS IN ORDER TO CONTINUE TO OPERATE YOUR BUSINESS. BEFORE YOU BUY, CONSIDER WHAT RIGHTS YOU HAVE TO RENEW YOUR FRANCHISE, IF ANY, AND WHAT TERMS YOU MIGHT HAVE TO ACCEPT IN ORDER TO RENEW.

Please consider the following RISK FACTORS before you buy this franchise:

1. THE FRANCHISE AGREEMENT PERMITS THE FRANCHISEE TO SUE ONLY IN TENNESSEE. OUT-OF-STATE LITIGATION MAY FORCE YOU TO ACCEPT A LESS FAVORABLE SETTLEMENT FOR DISPUTES. IT MAY ALSO COST MORE TO SUE MERRY MAIDS IN TENNESSEE THAN IN YOUR HOME STATE. THIS PROVISION IN THE FRANCHISE AGREEMENT MAY BE SUPERSEDED BY CERTAIN STATE LAWS. PLEASE REVIEW THE STATE-SPECIFIC ADDENDUM ATTACHED AS AN EXHIBIT TO THIS DISCLOSURE DOCUMENT FOR MORE INFORMATION.

2. THE FRANCHISE AGREEMENT STATES THAT TENNESSEE LAW GOVERNS THE AGREEMENT, AND THIS LAW MAY NOT PROVIDE THE SAME PROTECTION AND BENEFITS AS LOCAL LAW. YOU MAY WANT TO COMPARE THESE LAWS.

3. YOU WILL BE REQUIRED TO MAINTAIN A WEEKLY GROSS SALES LEVEL TO MAINTAIN AND RENEW YOUR FRANCHISE AGREEMENT.

4. PLEASE NOTE THAT 73.0% OF THE SERVICEMASTER COMPANY ASSETS ARE INTANGIBLE. YOU MAY WANT TO CONSIDER THIS WHEN MAKING A DECISION TO PURCHASE THIS FRANCHISE OPPORTUNITY.

5. YOUR SPOUSE MUST SIGN A GUARANTY MAKING THE SPOUSE JOINTLY AND SEVERALLY LIABLE FOR THE OBLIGATIONS UNDER THE FRANCHISE AGREEMENT WHICH ALSO PLACES YOUR PERSONAL ASSETS AT RISK.

6. THERE MAY BE OTHER RISKS CONCERNING THIS FRANCHISE.

State Effective date: see next page

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The following states require that the Franchise Disclosure Document be registered or filed with the state, or be exempt from registration:

STATE	FRANCHISE DISCLOSURE DOCUMENT Issued April 1, 2017
California	
Hawaii	
Illinois	
Indiana	
Maryland	
Michigan	
Minnesota	
New York	
North Dakota	
Rhode Island	
South Dakota	
Virginia	
Washington	
Wisconsin	

In all other states, the effective date of this Franchise Disclosure Document is the issuance date of April 1, 2017.

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

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 provision is void and unenforceable if contained in any documents relating to a franchise:

(a) A prohibition on the right of a franchisee to join an association of franchisees.

(b) A requirement that a franchisee assent to a release assignment, novation, waiver, or estoppel which deprives a franchisee of rights and protections provided in this act. This shall not preclude a franchisee, after entering into a franchise agreement, from settling any and all claims.

(c) A provision that permits a franchisor to terminate a franchise prior to the expiration of its term except for good cause. Good cause shall include the failure of the franchisee to comply with any lawful provision of the franchise agreement and to cure such failure after being given written notice thereof and a reasonable opportunity, which in no event need be more than 30 days, to cure such failure.

(d) A provision that permits a franchisor to refuse to renew a franchise without fairly compensating the franchisee by repurchase or other means for the fair market value at the time of expiration of the franchisee's inventory, supplies, equipment, fixtures and furnishings. Personalized materials which have no value to the franchisor and inventory, supplies 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) the franchisee is prohibited by the franchise or other agreement from continuing to conduct substantially the same business under another trademark, service mark, trade name, logotype, advertising, or other commercial symbol in the same area subsequent to the expiration of the franchise or the franchisee does not receive at least six (6) months advance notice of the franchisor's intent to renew the franchise.

(e) A provision that permits the franchisor to refuse to renew a franchise on terms generally available to other franchisees of the same class or type under similar circumstances. This section does not require a renewal provision.

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

(f) A provision requiring that arbitration or litigation be conducted outside this state. This shall not preclude the franchisee from entering into an agreement, at the time of arbitration, to conduct arbitration at a location outside this state.

(g) A provision which permits a franchisor to refuse to permit a transfer of ownership of a franchise, except for good cause. This subdivision does not prevent a franchisor from exercising a right to first refusal to purchase the franchise. Good cause shall include, but is not limited to:

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

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

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

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

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

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

THE FACT THAT THERE IS A NOTICE OF THIS OFFERING ON FILE WITH THE ATTORNEY GENERAL DOES NOT CONSTITUTE APPROVAL, RECOMMENTDATION, OR ENDORSEMENT BY THE ATTORNEY GENERAL.

Any questions regarding this notice should be directed to:

Michigan Department of Attorney General
Consumer Protection Division
G. Mennen Williams Building, 1st Floor
525 West Ottawa
Lansing, Michigan 48913
(517) 373-7117

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Item 1: The Franchisor, and Any Parents, Predecessors, and Affiliates

The Franchisor

In this disclosure document, "we" or "Merry Maids" means Merry Maids Limited Partnership, the franchisor. "You" means the person who buys a franchise. If you are a corporation, partnership, or other entity, "you" includes your owners. Merry Maids is a Delaware limited partnership formed on July 5, 1988. Our principal business address is 860 Ridge Lake Boulevard, C2-7500, Memphis, Tennessee 38120. We do business under the name Merry Maids. Our business is limited to franchising residential cleaning businesses under the Merry Maids trademark and operating company-owned residential cleaning businesses throughout the United States. We do not offer franchises or engage in any other line of business, nor have we done so prior to the date of this disclosure document.

Our agents for service of process are listed in Exhibit C.

Parents and Predecessors

Merry Maids incorporated under the laws of the State of Nebraska on February 4, 1980, under the name Merry Maids, Inc. and began selling franchises under the name "Merry Maids" in 1980. On July 5, 1988, The ServiceMaster Company Limited Partnership (SMLP) purchased its business and assets. On that same day Merry Maids, Inc. restructured into the Merry Maids Limited Partnership, a Delaware limited partnership. From the restructuring until December 31, 2002, ServiceMaster Consumer Services Limited Partnership (Consumer Services), a Delaware limited partnership, had a 99% ownership interest in Merry Maids and Merry Maids, Inc., a Delaware corporation owned by SMLP and its managing general partner, held the remaining 1% ownership interest. As of December 31, 2002, the general partner of Merry Maids was changed from a corporation to MM Maids L.L.C., a Delaware limited liability company. The address for MM Maids L.L.C. is 860 Ridge Lake Boulevard, C2-7500, Memphis, Tennessee 38120. MM Maids L.L.C. has no franchising history and does not provide products or services to franchisees. At all times, SMLP owned 100% of ServiceMaster Consumer Services, Inc. Consumer Services' address is 860 Ridge Lake Boulevard, Memphis, TN 38120

SMLP converted to corporate form in December 1997 and is named The ServiceMaster Company, (ServiceMaster) a Delaware corporation. ServiceMaster's address is 860 Ridge Lake Boulevard, Memphis, Tennessee 38120. On March 18, 2007, ServiceMaster entered into a definitive merger agreement to be acquired by an investment group led by Clayton, Dubilier & Rice (CD&R), based in New York, New York. On July 24, 2007, the merger was completed and the ultimate parent of ServiceMaster became ServiceMaster Global Holdings, Inc. (Global Holdings), located at 860 Ridge Lake Boulevard, Memphis, Tennessee 38120. Various private investment funds managed by CD&R held a majority of the shares of Global Holdings.

In January 2014 ServiceMaster announced the plan to spin off the assets and certain liabilities of the business that comprises the lawn, tree and shrub care services conducted primarily under the TruGreen brand name. This transaction was completed on January 13, 2014, and on January 14, 2014, ServiceMaster merged with a Delaware limited liability company, The ServiceMaster Company, LLC (SMC LLC). SMC LLC, the surviving entity of the merger, assumed all the assets and liabilities of its predecessor ServiceMaster.

On March 24, 2014, Global Holdings filed an S-1 with the Securities Exchange Commission with the intention of making a public offering of stock in our Company. On June 26, 2014, Global Holdings, the ultimate parent of SMC L.L.C., made an initial public offering (IPO) of its stock on the New York Stock Exchange (NYSE) with the ticker symbol "SERV." The IPO was completed on July 1, 2014. As of November 2015, CD&R and its private investors are no longer shareholders of our Company.

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Affiliates

Merry Maids affiliated companies currently offering franchises or services to franchisees include:

(1) ServiceMaster Residential/Commercial Services Limited Partnership (ServiceMaster), a Delaware limited partnership, is a franchisor of cleaning franchises. "ServiceMaster Restore" franchises offer heavy duty and disaster cleaning for homes and businesses; "ServiceMaster Clean" office cleaning and, in some cases, the cleaning of homes like the homes cleaned by Merry Maids and its franchisees. The franchise businesses operating under ServiceMaster Clean and ServiceMaster Restore trade names/trademarks are not intended to be, but may be, competitive with or similar to the franchise described in this disclosure document. ServiceMaster is also a subsidiary of Consumer Services. ServiceMaster's address is 860 Ridge Lake Boulevard, C2-7000, Memphis, Tennessee 38120. Currently, ServiceMaster has 3,272 franchises operating in the United States and Canada and 2 company-owned locations in the U. S. ServiceMaster and its predecessors have been offering heavy-duty cleaning franchises since 1952. Neither ServiceMaster nor its predecessors have ever offered franchises for other businesses except for a period from late 1996 through mid-1998 when it offered and sold approximately 14 franchises in home companionship under the name ServiceMaster Caring Companions.

(2) The Terminix International Company Limited Partnership (Terminix), a Delaware limited partnership, is a franchising/operating company which offers franchises for and operates termite and pest control services in and around residential homes and commercial buildings. It is a subsidiary of Consumer Services. The address for Terminix is 860 Ridge Lake Boulevard, Memphis, Tennessee 38120. Terminix has approximately 25 franchise operations in the United States, 6 franchise locations in the Caribbean, and operates 300 company owned service offices in the U.S. Terminix and its predecessors have granted franchises for termite and pest control services since 1927. Terminix stopped licensing new franchises in the mid 1970's, but began selling franchises again in 1992, and stopped again in March 2002. Neither Terminix nor its predecessors have ever offered franchises for other businesses.

(3) AmeriSpec L.L.C. (AmeriSpec), a leading franchisor of home inspection services, began offering franchises in 1988. In February 1996 American Home Shield (AHS), a Delaware corporation and a subsidiary of ServiceMaster Holding Corporation (SVM Holding), a subsidiary of ServiceMaster, acquired AmeriSpec. Effective January 1, 2007, SVM Holding acquired 100% ownership of AmeriSpec. AHS has never offered franchises of any kind. AmeriSpec changed its corporate structure to a Delaware limited liability company, April 1, 2012. AmeriSpec franchises, under the name "AmeriSpec," provide building inspection services and other residential inspection services and related products such as property inspection, carbon monoxide and radon testing, water analysis, energy assessment, termite inspection, and a variety of ancillary services to homebuyers, home sellers, home owners, and real estate professionals. AmeriSpec currently has 259 franchises throughout the United States and Canada. AmeriSpec has never offered franchises for other unrelated businesses. AmeriSpec's address is 860 Ridge Lake Boulevard, C2-4825, Memphis, TN 38120.

(4) Furniture Medic Limited Partnership (Furniture Medic), a Delaware limited partnership, has been a subsidiary of Consumer Services since July 1996. Furniture Medic offers franchises for furniture restoration, repair and refinishing. Its predecessor, Furniture Medic, Inc., a Georgia corporation, began offering the same kind of franchises in August 1992. Furniture Medic currently has 278 franchises in the United States and Canada. Furniture Medic's address is 860 Ridge Lake Boulevard, C2-7500, Memphis, Tennessee 38125. Neither Furniture Medic nor its predecessor, Furniture Medic, Inc., has ever offered franchises for other unrelated businesses.

(5) The ServiceMaster Acceptance Company Limited Partnership (SMAC), a Delaware limited partnership, is a wholly owned financing subsidiary of SMC LLC. SMAC offers financing to Merry Maids

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franchisees, as described in Item 10 of this disclosure document. SMAC is located at 860 Ridge Lake Boulevard, Memphis, Tennessee 38120.

(6) SM Clean L.L.C. (SM Clean), a Delaware limited liability company, has been a subsidiary of Consumer Services since November 2002. SM Clean became the 1% general partner of ServiceMaster and Consumer Services became the 99% partner in ServiceMaster. In June 2016, SM Clean began offering franchises for plumbing services using the trade name "ServiceMaster Home Services Plumbing." SM Clean is located at 860 Ridge Lake Boulevard, C2-7000, Memphis, Tennessee 38120. ServiceMaster Home Services has 24 plumbing franchises in the U.S.

(7) ServiceMaster of Canada Limited (SM of Canada) has been a wholly owned subsidiary of The ServiceMaster Company since 1993. From the 1950s to 1993 the predecessor to SM of Canada was a regional distributor of The ServiceMaster Company who developed the territory by offering franchises and supporting the franchisees who use the trademarks of The ServiceMaster Company and its subsidiaries. Currently there are approximately 395 franchises in Canada under the ServiceMaster Clean, ServiceMaster Restore, Merry Maids, Furniture Medic, and AmeriSpec trade names and trademarks serving residential and commercial customers throughout Canada. SM of Canada's address is 5462 Timberlea Boulevard, Mississauga, Ontario, Canada.

(8) ServiceMaster Limited (SM UK) has been a wholly owned subsidiary of The ServiceMaster Company since 1959. SM UK offers franchises and supports the franchisees in the United Kingdom who use the trademarks of The ServiceMaster Company and its subsidiaries. There are approximately 731 franchise licenses and 18 company-owned branches in Great Britain who operate using the following trade names and trademarks: ServiceMaster Clean, Merry Maids, Furniture Medic, and TruGreen. SM UK is located at ServiceMaster House, Tigers Road, Wigston, Leicester, The United Kingdom.

(9) American Home Shield Corporation (AHS), a Delaware corporation, has been a wholly owned subsidiary of The ServiceMaster Company since 1989, and is located at 860 Ridge Lake Boulevard, Memphis, Tennessee 38120. AHS provides home warranties for home systems and appliances to home owners in the United States. Through the AHS call center they dispatch service contractors 24/7 to home owners who need repair or replacement services on covered systems or appliances. AHS offers telephone answering services to Merry Maids and other affiliates' franchise owners beginning in 2016. AHS has never offered franchises in any line of business.

The Franchise Offering

A Merry Maids franchise business provides affordable, efficient cleaning for the person who does not have the time or the desire to clean regularly. While the Merry Maids system provides thorough residential cleaning even for a customer desiring only a one-time visit, the system is not for disaster restoration or extraordinary cleaning projects. The Merry Maids system utilizes a regular cleaning concept composed of a certain number of integral parts, all of which are necessary for a successful operation and are described in this disclosure document and the Operations Manual. The Merry Maids system is designed and best suited for residential customers. Your competitors include live-in providers of in-home cleaning services, other national and regional companies who franchise similar businesses and their franchisees, and individuals, companies and partnerships of varying sizes and scopes who offer cleaning services.

We offer a Conversion Franchise to those persons wishing to convert their existing residential cleaning business to a Merry Maids franchised business. Our offering for the Conversion Franchise differs slightly from our other offerings described above to the extent that certain considerations are made to enable a smooth transition of the business operations. These considerations are described throughout this disclosure document.

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Merry Maids National Accounts Program is a voluntary program for national customers who have access to consumers and, thus, these National Accounts market Merry Maids cleaning services to their customers. If you choose to participate in the National Accounts Program, you must adhere to the terms and conditions required by these National Accounts when you provide services for a National Account customer which may include signing a service provider agreement with us and paying an administration fee to be applied to the expenses incurred in operating a National Accounts Program. You have the option of declining a lead from a National Account, but you must refer the lead back to Merry Maids. At the present time, we are not able to predict how many national customers will participate in the National Accounts Program. There is no guarantee that if you are part of the National Accounts Program that you will get any leads.

If you participate in the National Accounts Program, you will be eligible to receive leads for your designated territory. Merry Maids has the absolute right to designate an area and/or distribute leads or not distribute leads according to its judgment. Also, if you do not participate in the National Accounts Program, Merry Maids has the right to refer the leads in your Territory to other cleaning or maid services businesses.

Merry Maids knows of no specific federal industry specific regulations which would govern the operation of the franchise. You will be responsible for contacting your local and state government agencies regarding restrictions of the operation of the Franchised Business and for complying with any federal, state, or local laws and regulations.

Item 2: Business Experience

President: Mary Katherine Wegner

From December 1, 2016, to present, Ms. Wegner is President of Merry Maids in Memphis, Tennessee, and its affiliates, ServiceMaster, Furniture Medic, AmeriSpec, and SM Clean dba ServiceMaster Home Services Plumbing each in Memphis, Tennessee also. She has management and operations responsibility of the ServiceMaster Franchises Services Group of SMC LLC. Ms. Wegner retained her overall responsibilities in Supply Management of products and services for SMC LLC which she has had since July 2013 for SMC LLC in Memphis, Tennessee. Prior to joining ServiceMaster, Ms. Wegner was Senior Vice President of Terminix Service and Operations from February 2016 through November 2016 in Memphis, Tennessee. From April 2010 to July 2013, Ms. Wegner was Vice President of SMC Strategic Sourcing and Fleet also in Memphis, Tennessee.

Chief Operating Officer: Joseph A. Chaves

From June 9, 2014, to present Mr. Chaves has been Chief Operating Officer of Merry Maids in Memphis, Tennessee. Prior to this he was Vice President, Operations, of ServiceMaster, an affiliate, also in Memphis, Tennessee, from September 2012 to June 2014. Prior to joining ServiceMaster, he was Director of Operations of Franchise World Headquarters L.L.C., Subway restaurants, at their headquarters in Milford, Connecticut, from August 2006 through August 2012.

Senior Director Operations: Jason Cox

From January 1, 2017, to present Jason Cox has been Senior Director of Operations for Merry Maids In Memphis, Tennessee. Mr. Cox come to Merry Maids from our affiliate Terminix International, also in Memphis, Tennessee. From October 2015 through December 2016, he was Director of Operations in Memphis, Tennessee, for Alterra Pest Control, acquired by Terminix in late 2015 and a standalone brand. Prior to this, from January 2014 through September 2015, Mr. Cox was Region Manager of the Terminix Region of company-owned branches in Los Angeles, California. From January 2011 through December 2013, he was General Manager at the San Bernardino, California, Terminix branch which had the largest pest base in

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California.

Senior Director Marketing Planning & Strategy: Aubrey Whitaker Overstreet

From January 2016 to present, Ms. Overstreet has been Senior Director Marketing Planning & Strategy for ServiceMaster Franchise Services Group, which includes Merry Maids, ServiceMaster Clean, ServiceMaster Restore, ServiceMaster Recovery Management, Furniture Medic, AmeriSpec, and ServiceMaster Home Services, each in Memphis, Tennessee. Prior to this from December 2015 to January 2016, she was Director Brand Marketing for ServiceMaster Clean and ServiceMaster Restore in Memphis, Tennessee. From June 2014 to December 2015, Ms. Overstreet was Director Field Marketing for ServiceMaster Clean and ServiceMaster Restore in Memphis, Tennessee. She was the ServiceMaster Clean and ServiceMaster Restore Brand Manager in Memphis, Tennessee from May 2013 to June 2014. Prior to joining ServiceMaster, from February 2008 to February 2013, she was Group Manager Consumer Marketing and Communications, Smith & Nephew Orthopaedics in Memphis, Tennessee.

Chief Development Officer: J. Michael Pearce

From May 13, 2013, to present, Mr. Pearce has been the Chief Development Officer, responsible for domestic franchise expansion, for Merry Maids in Memphis, Tennessee, and for our affiliates, ServiceMaster Clean, ServiceMaster Restore, AmeriSpec,Furniture Medic, and ServiceMaster Home Services, each also in Memphis, Tennessee. Prior to joining ServiceMaster, from July 2009 to May 2013, he was Vice President Franchise Development for J.D. Byrider Systems, LLC in Carmel, Indiana.

Group Vice President, Finance, ServiceMaster Franchise Services Group and ServiceMaster Marketing and Strategy Group: Brian Keith Turcotte

From September 15, 2015, to present, Mr. Turcotte has been Group Vice President, Finance, for the Marketing and Strategy Group of Global Holdings, in Memphis, Tennessee. From November 16, 2014, to present, Mr. Turcotte has been Group Vice President, Finance, the ServiceMaster Franchise Services Group, in Memphis, Tennessee. The ServiceMaster Franchise Services Group includes the following franchise brands, namely Merry Maids, ServiceMaster Clean, ServiceMaster Restore, Furniture Medic, AmeriSpec. and ServiceMaster Home Services. From November 16, 2014 to January 2017, he was also Group Vice President, Finance, for American Home Shield Corporation, our affiliate, in Memphis, Tennessee. From March 2013, through November 15, 2014, he was Vice President, Investor Relations, for SMC LLC in Memphis, Tennessee. Prior to joining ServiceMaster, Mr. Turcotte was Vice President, Finance and Investor Relations, for Office Depot in Boca Raton, Florida, from March 2007 to March 2013.

Vice President and General Counsel: John G. Haraldson

From June 10, 2013, to present, Mr. Haraldson has been Vice President and General Counsel for Merry Maids in Memphis, Tennessee, and for our affiliates ServiceMaster Clean, ServiceMaster Restore, AmeriSpec, Furniture Medic and ServiceMaster Home Services, each also in Memphis, Tennessee. From October 2005 to May 2013, he was Senior Counsel for Ashland Consumer Markets (Valvoline Brand), a commercial unit of Ashland, Inc., in Lexington, Kentucky.

Director, Development Operations: Jared Klepko

From October 15, 2014 to present, Mr. Klepko has been the Director, Development Operations of the ServiceMaster Franchise Services Group, which includes Merry Maids L.P., ServiceMaster Residential/Commercial Services L.P., Furniture Medic L.P., AmeriSpec L.L.C., and SM Clean L.L.C., our affiliates, in Memphis, Tennessee. From August 2013 through October 14, 2014, he was Strategic Category

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Manager for SMC LLC in Memphis, Tennessee. From August 2011 to August 2013, Mr. Klepko was Energy and Facilities Manager for SMC LLC in Memphis, Tennessee.

Franchise Development Manager: Christina Rodgers

From December 15, 2014, to present Ms. Rodgers has been Franchise Development Manager for Merry Maids in Memphis, Tennessee. From January 12, 2012, through December 14, 2015, she was Business Conversion Manager for our affiliate, ServiceMaster, in Memphis, Tennessee. From July 26, 2006, through January 11, 2012, Ms. Rodgers was Strategic Sales Manager for ServiceMaster in Memphis, Tennessee.

Item 3: Litigation

Parent Litigation

Matthew D. Smith, on behalf of himself and other similarly situated v. The ServiceMaster Company, J. Patrick Spainhour, et al (Delaware Chancery Court, Case No. NIL0700029754)

The named plaintiff, a shareholder of ServiceMaster, filed a stockholders' class action complaint on April 27, 2007, against ServiceMaster, its Chairman of the Board and Chief Executive Officer J. Patrick Spainhour, other Board members, CDRSVM Topco, Inc., CDRSVM Acquisition Company, Inc., Clayton Dubilier & Rice, Inc., BAS Capital Funding Corporation, Citigroup Capital Partners II 2007, Citigroup Investment, L.P., Citigroup Capital Partners II Employee Master Fund, L.P., Citigroup Capital Partners II Onshore, L.P., Citigroup Capital Partners II Cayman Holdings, L.P., CGI CPE LLC, Clayton, Dubilier & Rice fund VII (Co-Investment), L.P. and J.P. Morgan Ventures Corporation. In the complaint, as amended, the plaintiff raises allegations of unjust enrichment, breach of fiduciary duties, artificial price depletion by failure to explore alternatives to the proposed stock purchase by defendants CD&R, and disclosure violation claims with respect to ServiceMaster's April 16, 2007, preliminary proxy statement. Plaintiffs seek: (i) class certification; (ii) injunction of the buyout implementation of procedural/price safeguards; (iii) declaratory relief as to defendants' breach of fiduciary duties in agreeing to the buyout; (iv) rescission of any aspect of the buyout already in progress; (v) imposition of a constructive trust in favor of plaintiff; and (vi) attorneys' fees and costs. On May 9, 2007, plaintiff filed a motion for expedited discovery and for the scheduling of a preliminary injunction hearing to enjoin the defendants from proceeding with the proposed acquisition (subsequently made). On May 18, 2007, the parties reached an agreement in principle to settle the class action, and subsequently entered into a Memorandum of Understanding reflecting that agreement. The Memorandum of Understanding provided that ServiceMaster include in the final proxy statement certain disclosures, including the maximum reduction in the fee payable to Morgan Stanley and Goldman Sachs in connection with the retention of a third investment bank, and the intention of the board of directors concerning payment of ServiceMaster's regular quarterly cash dividend (subsequently included). The Memorandum of Understanding further provided that CD&R reduce the termination fee from $100 million to $90.8 million (subsequently reduced) Confirmatory discovery completed, on July 21, 2008, the Stipulation of Settlement was filed with the Court. On September 29, 2008, the Court approved the settlement, and awarded plaintiffs $500,000 in plaintiffs' attorneys' fees. The judgment was final and non-appealable by the end of October 2008. ServiceMaster paid plaintiffs' attorneys' fees in November, 2008, and the matter is closed.

Vernon T. Squires, on behalf of himself and all similarly situated persons and entities v The ServiceMaster Company and Clayton, Dubilier & Rice, Inc., (Tennessee Chancery Court, Case No. CH-08-0471-2)

The named plaintiff, a former employee and shareholder of SMC, filed a stockholders' class action complaint on March 11, 2008, against ServiceMaster and CD&R. In the complaint, the plaintiff raises allegations of breach of contract and breach of implied duty of fair dealing, procurement of breach of contract, common law inducement to breach of contract, conversion and declaratory judgment in order to remedy the defendant's

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wrongful unilateral cancellation of thousands of stock options held by thousands of individuals in connections with defendant CD&R's acquisition of defendant SMC. The plaintiff alleges CD&R, in order to accomplish the merger, cancelled thousands of unexpired, out of the money stock options that had been granted to the class members pursuant to certain stock option plans. Plaintiff seeks: (i) class certification; (ii) compensatory damages for class members; (iii) treble damages against CD&R; (iv) punitive damages against CD&R; (v) attorney's fees and costs; and (vi) pre-and post-judgment interest. No specific monetary demand has been asserted. ServiceMaster filed a motion to dismiss the Squires litigation. On December 12, 2008, the court denied the defendants' motion to dismiss. On January 5, 2010, the Court preliminarily approved a settlement agreement that calls for the Company to pay $999,000 into a settlement fund that will be used to pay all claims asserted, or arising, from cancellation of the stock options, including claims for attorney fees related thereto. The Court granted final approval on this settlement agreement on March 30, 2010. Pursuant to the terms of the Court-approved settlement, all settlement funds were distributed in 2010 and the matter is now closed.

Affiliate:

ServiceMaster by Jones, Inc. v. ServiceMaster Residential/Commercial Services Limited Partnership; Tennessee Chancery Court, 30th District, No. CH-14-1845

A suit was filed on December 29, 2014, in Memphis Tennessee, alleging misrepresentation and fraud in the inducement, and unfair and deceptive trade practices by ServiceMaster with regard to ServiceMaster's sale of a franchise to Plaintiff. Plaintiff requests rescission of the franchise agreement, payment of damages, and punitive damages. ServiceMaster denies any wrongdoing. On February 25, 2016, ServiceMaster filed a Motion to Stay the proceedings and Compel Arbitration under the terms of the party's Franchise Agreement. The hearing on ServiceMaster's Motion was granted at the April 1, 2016, hearing. ServiceMaster agreed to pay $20,000 but denied any wrongdoing. As part of the settlement, the parties agreed to an early termination of the franchise agreement. Jones agreed to comply with a post-termination non-compete and non-solicitation requirement as well as other customary post-termination obligations. The lawsuit was dismissed with prejudice per the settlement agreement on October 5, 2016.

ServiceMaster of Fairfax, Inc. v. ServiceMaster Residential/Commercial Services L.P. d/b/a SERVICEMASTER, SM Clean L.L.C. (Circuit Court, Montgomery County, Maryland, Case No. 422747).

The named Plaintiff, a former ServiceMaster franchisee, filed suit against ServiceMaster on July 1, 2016, alleging, among other violations, tortuous interference, breach of contract and fraud in the inducement, and unfair and deceptive trade practices by ServiceMaster with regard to ServiceMaster's sale of franchises in Plaintiff's territory. Plaintiff sought a declaratory judgment that the non-compete in our franchise agreement was not enforceable, and also sought relief in the form of compensatory, consequential and incidental damages plus attorneys' fees and costs. ServiceMaster filed a counterclaim seeking a preliminary injunction to enforce post-termination obligations, including the post-termination non-compete agreement. The Plaintiff then ceased operations and, on September 30, 2016, filed Chapter 7 bankruptcy in the Eastern District of Virginia, as did the Plaintiffs' guarantors on September 23, 2016. On October 4, 2016, this matter was stayed pending resolution of the Chapter 7 bankruptcy proceedings by ServiceMaster of Fairfax, Inc. (Case No.16-13323) and the filing of individual bankruptcy proceedings by Stephen and Marqui Simmons (Case no. 16-13240).

Franchisor:

Angela Cruz, Maria Madrigal Lourdes Baiz and Christie Goodman v. MM879, Inc., Barrett Business Services, Inc., ServiceMaster, Inc., Merry Maids Limited Partnership, Merry Maids Limited Liability Corporation, and Does 1-98, Superior Court, California, Case No. 11CECG01156

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This matter started as a challenge to the wage and hour practices of a Merry Maids franchise in Fresno, California. The suit was originally filed in early 2011 against franchisee Merry Maids of Fresno, incorporated as MM 879, Inc., alleging various violations of California wage and hour law including failure to pay overtime, minimum wage, meal and rest periods, reimbursement for business related expenses and inaccurate wage statements. Merry Maids filed a demurrer under California state procedure contending that it was not a proper party defendant as it was a franchisor and had no day-to-day control over the franchisee. The demurrer was granted November 17, 2011, but with leave to refile an amended complaint. A second demurrer was filed as to the second amended complaint but denied on March 20, 2012. Discovery continued including the addition of other defendants related to or doing business with the franchisee. A third amended complaint was filed February 15, 2013, adding similar allegations against Merry Maids corporately owned branches in California but failing to name a party plaintiff. A Special Master was appointed by the Court to coordinate the discovery process and resolve discovery disputes. In August 2013 the plaintiffs moved for summary adjudication on their claim that the franchisee failed to provide accurate wage statements in violation of California law. The court stayed plaintiff's motion for summary adjudication in October 2013 pending plaintiff's motion for class certification, which has yet to be filed. The parties are currently engaging in written and deposition discovery and no trial date has been set. On January 14, 2015, Merry Maids filed a motion for Summary Judgment. A hearing on the motion for Summary Judgment was held on July 14, 2015, and the motion for Summary Judgment was denied on August 10, 2015. On October 14, 2015, the case was removed to the United States District Court for the Eastern District of California. Plaintiffs filed a fifth amended complaint on March 18, 2016. On August 26, 2016, Plaintiffs filed a Motion for Class Certification. Merry Maids filed a Motion for Summary Judgment on September 8, 2016. On September 22, 2016, Merry Maids filed an answer to Plaintiff's Motion for Class Certification. Discovery is ongoing. Trial date is set for May 15, 2017.

During our most recently completed fiscal year 2016 Merry Maids was not involved in any litigation against any franchisees.

Other than these actions, no litigation is required to be disclosed in this disclosure document.

Item 4: Bankruptcy

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

Item 5: Initial Fees

The initial fees for the franchises offered in this disclosure document are listed in the chart below. The initial fees for the Conversion Franchise are listed in the following chart.

Initial Fee and Available Discounts	Full-Sized Market[2]	Mid-Sized Market[2]	Small-Sized Market[2]
Initial Franchise Fee[1]	$41,500 to $51,500	$41,500	$37,500
Military Discount[3]	20% off the initial fee	20% off the initial fee	20% off the initial fee
Minority Discount[4]	15% off the initial fee	15% off the initial fee	15% off the initial fee

1) The initial franchise fee for Full-Sized, Mid-Sized, and Small-Sized Markets includes the initial training program for one person and the opening inventory package. The training program must be completed within six months

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after the effective date of your Franchise Agreement. A sample of the Franchise Agreement is attached to this disclosure document as Exhibit A. The opening inventory package is contained in Exhibit G to the disclosure document. Only one discount offer is permitted to be used for an initial franchise purchase.

The initial franchise fee and On-Line Marketing Fund deposit of $3,000 (see Item 7) are payable in one lump sum at the signing of the Franchise Agreement and are nonrefundable. In addition to the initial fee, or if this is a Conversion Franchise, you must pay a $1,000 Seminar Attendance Fee. Your Seminar Attendance Fee will be refunded to you if you attend the first Merry Maids National Seminar held after execution of the Franchise Agreement. If you do not attend this Seminar, you will forfeit this deposit.

Some available territories contain Merry Maids customers actively being served by a Merry Maids franchised business. Not all territories contain Merry Maids customers. If you purchase a territory with actively served Merry Maids customers in it, you pay the applicable Initial Franchise Fee based on qualified households in the territory plus a customer acquisition fee of $525 per customer for each Merry Maids customer actively being served by the Merry Maids franchised business within this franchise territory. You will sign a Franchise Agreement and a Customer Acquisition Agreement (attached as Exhibit K to this Disclosure). If there are no Merry Maids customers in the territory, the Customer Acquisition Agreement is not applicable to your purchase of the franchise territory.

2) A Full-Sized Market contains a minimum of 15,000 to 35,000 Qualified Households; Mid-Sized contains a minimum of 8,000 to 15,000 Qualified Households; and Small-Sized contains up to 8,000 Qualified Households. "Qualified Households" are households with an average annual income of $75,000 or higher. We utilize census-based demographics data provided by SRC, LLC located in Orange, California. The Initial Fee of a Full-Sized market is $41,500 plus a Territory Fee of $0.50 per each Qualified Household over 15,000 to 35,000.

3) We offer a 20% discount off the initial fee to honorably discharged veterans of the United States Armed Forces who served on active duty after 1990, who do not currently own a Merry Maids franchise and who otherwise meet our requirements to purchase a license. We are a member of the International Franchise Association (IFA) and participate in IFA's VetFran program.

4) We also offer a 15% discount off the initial fee to minority applicants. A "minority" means any individual who is a citizen of the United States or who is legal to work in the United States and who is African American, Hispanic, Native American, Asian or other similar minority race designation.

The initial franchise fee is $37,500 to $51,500. In 2016 the initial franchise fees ranged from $26,007 to $48,571. At any given time, we may offer incentives or giveaways of cash, equipment, materials, supplies or other related items, which will, in effect, lower the initial fee or investment to prospective franchisees.

If you are an existing franchisee, if you are approved to buy an additional franchise, if you or your manager is not required to attend training, and if you do not need an additional opening inventory package or computer, you pay a 25% reduced Initial Fee which is described above. You are not required to pay the Seminar Attendance Fee deposit and the On-Line Marketing Fund. And, we are not required to add $2,000 to your On-Line Marketing Fund. (See Item 7.) No other discounts will be available with this discount.

You pay no other fees or payments to us or our affiliates for goods or services prior to the opening of the franchised business.

Conversion Franchise Initial Fees

We currently offer business owners the opportunity to convert their existing business to a Merry Maids franchised business. The minimum guidelines for such conversions are as follows:

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Conversion Franchise			
	Minimum Annual Revenue	**Discount**	**Initial Franchise Fee**
Full-Sized Marked	More than $400,000	25% off initial fee:	$31,125 to $38,625
Mid-Sized Market and Small-Sized Market	More than $300,000	25% off initial fee	Mid-Sized $31,125 Small Sized $28,125

With the purchase of a Conversion Franchise, the Service Fee under the Franchise Agreement on the level of existing revenue that is brought into the Merry Maids system, is not paid on the full amount but is phased in at our discretion using percentage increments up to a maximum of a 36-month period.

Except as described below in Item 7, the initial fee is payable in one lump sum at the signing of the Franchise Agreement. Our affiliate, SMAC, offers financing for up to 80% of the initial fee as disclosed in Item 10. Initial fees are not refundable.

Item 6: Other Fees

OTHER FEES			
Type of Fee	**Amount**	**Due Date**	**Remarks**
Service Fee[1]	7% of Gross Sales [2] 5% above $500K	Paid weekly	Paid via electronic funds transfer to Franchisor
Software Lease[1, 4]	Merry Maids 360: $35-$45 per seat per month	Paid quarterly, one quarter in advance	Paid via electronic funds transfer to Franchisor
Software:[4] Quick Books – Accounting Quick Books – Payroll	 $175 for 3 years $300 annually	Invoiced	Paid to vendor
Remote data back-up[4] *(recommended)*	$34 per month	Invoices	Paid to vendor
Training Fee for Additional Persons[1]: 1 person, 1 king suite 2 persons, 1 king suite 1 person, no hotel	 $2,800 $4,400 $1,600	Prior to training	Training Fee payable to Merry Maids. Training and accommodation fees are subject to change. All travel expenses will be your responsibility.
Transfer Fee[1]	$7,000 for the first license transferred and then $3,000 for each additional license transferred at the same time. Transfer to a child of current owner is	At Closing	Payable to Merry Maids by you or the buyer when you sell your franchise. No transfer fee is charged if

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OTHER FEES			
Type of Fee	**Amount**	**Due Date**	**Remarks**
	$3,500 for first license and $1,250 for each subsequent license Transfer to spouse, no transfer fee.		transferring to spouse.
Renewal Fee[1]	$1,000 per agreement with a $3,000 maximum per calendar year	When franchise agreement is renewed	Payable to franchisor.
Franchise Agreement Change Fees: Adding/deleting/ changing	$400 - adding or deleting owner name, other than spouse $150 (after first year of original license term) removing owner(s) or adding an owner(s) at renewal time. However, if the owner(s) being removed or added has 50% or more ownership of the franchised business, it is a transfer, and the transfer fee is due. $400 – changing business entity name (after first year of original license term)	Upon approval	When you add or delete or change the owners, the business entity, or change your business structure from what is on your Franchise Agreement, you must have approval from Merry Maids prior to the change. Once approved, a change fee is paid to Merry Maids. No charge to change business structure during first year of initial franchise agreement term.
Lead Fee[6]	$10,000	At Closing	Paid to Franchisor. A lead fee will be charged should Merry Maids refer to an existing franchise owner a qualified lead (See Note 6 below) of someone who buys the owner's franchise business within an 18-month period from the time the lead is passed to the existing owner.
Training Fee for Transfers[1]	$2,800 per person (includes one hotel room)	At Closing	Training Fee is paid to Franchisor. For training of new franchisees who purchase an existing franchise, training fees for transfers are subject to change. All travel expenses and additional hotel rooms are your responsibility.
Audit[1]	Cost of audit [3]	Invoiced	Payable to Franchisor only if an audit shows an under-statement of at least 2% of Gross Sales for any month.
Interest on overdue or underpayments	18% annual rate (1.5% monthly) or the maximum permitted by law, whichever is less.	When overdue or underpayment	Payable to Franchisor. Interest is due in addition to amount overdue or underpaid.

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OTHER FEES			
Type of Fee	**Amount**	**Due Date**	**Remarks**
		is paid	
National Ad Fund ("Ad Fund")[5]	1.3% of total gross sales per week	Paid weekly	Paid to Franchisor via electronic funds transfer
Local Digital Marketing Fee[5]	0.7% of total gross sales per week	As incurred	Franchisee is required to use Franchisor approved vendors. Payable to vendor.
Employee Drug Screening	Generally $20 - $30 per test	Invoiced	Payable to vendor
Employee Background Check	Generally $12 - $13 per check	Invoiced	Payable to vendor
MM360 Software Mobile Application for iPad or other supported mobile device[1, 4]	$12 per month	As incurred	The first six months License is included in your Initial Franchise Fee.
Telephone Answering Service 24/7 *(Recommended)*	$50 - $300	As incurred	Payable to vendor
Processing Fee	$20 per job	As incurred	Payable to Franchisor

Notes to Item 6:

[1]Unless otherwise indicated, all fees are imposed by and are payable to Merry Maids. The weekly Service Fee is payable on Friday of each week for the preceding weekly report period by automatic funds transfer from Franchisee's bank account. The Software Lease fees for 360 fees (software license fees) are payable quarterly, one quarter in advance, and the 360 software license fees and the 360 mobile application fees are subject to change based on the then-current price charged by the third-party vendor. A transfer is any change in ownership. The current Transfer Fee is payable to Merry Maids if an assignment, alone or together with other previous, simultaneous, or proposed assignments would have the effect of assigning 50% or more of the beneficial interest in the Franchise Business to an owner or a group of owners. For Merry Maids licensed territories that were originally purchased prior to April 1, 2013, there will be no renewal fee due upon renewal as long as the ownership of the franchise business has not changed, except wholly owned by existing owner's spouse. If the ownership has transferred to any family member or person other than the spouse, a renewal fee will be required upon renewal of their agreement. New franchisees who have signed agreements after April 1, 2013, will be paying the then-current franchise renewal fee upon renewal. Training is a ten-day session in Memphis, Tennessee. All fees are non-refundable.

[2]"Gross Sales" means all of your billings, whether collected or not, including cash sales and sales on account, monies billed for maid cleaning services whether performed by you or subcontracted, monies billed in connection with trade or barter agreements, or monies billed for any other cleaning and/or maintenance of any structure, interior or exterior, excluding sales tax or use tax.

[3]Interest is calculated at an annual rate of 18% or the maximum rate permitted by law, whichever is less, from the date of the underpayment.

[4]The Software Lease is part of the Franchise Agreement (Franchise Agreement, Paragraph 9.E) and is subject to change. The MM360 software included is the basic operating system for the franchise business. The customer satisfaction measurement system is Listen 360. You are required to use the standard Merry Maids basic operating system and the customer satisfaction measurement system. You will receive one (1) user identification (at no additional charge) for mmConnection, the franchisee intranet. Quick Books Accounting and Quick Books Payroll are recommended software accounting and payroll programs. You may use other comparable systems upon Franchisor's approval; however, Quick Books is compatible with the MM360 software. The MM360 system is a license per seat based application. The cost of a standard license is approximately $35-$45 per seat per month and approximately $12 per seat per month for the mobile license. License seats are role based specific to your franchise business and are not generic; therefore, licenses must not be shared. We recommend you use a timekeeping software system for the employees in your franchise business. Remote

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data back-up with 100GB is recommended to back up your computer system. You will need to order the software directly from the software providers.

[5] The Ad Fund Program fee rate is 1.3% of total weekly gross sales and is paid to the Ad Fund. The Local Digital Marketing Program fee is 0.7% of total weekly gross sales. Franchisee works directly with Franchisor-approved vendors to place local digital marketing. Franchisor will require Franchisee to submit reports showing their local digital marketing activity and amount spent.

[6] A qualified lead is defined as someone who has passed our screening process, our national background check, a credit check, and at a minimum a phone interview of the prospect. The lead fee also covers our advertising and marketing costs and administrative costs of such information sharing and gathering. The lead fee is not a transfer fee. You are responsible for notifying Merry Maids Home Office that you desire to transfer (sell) your franchise business and to be added to our list of existing businesses for sale.

Item 7: Estimated Initial Investment

YOUR ESTIMATED INITIAL INVESTMENT				
Type of Expense	**Amount**	**Payment**	**When Due**	**To Whom Payment Is To Be Made**
Full-Sized Market Initial Fee (Note 1)	$41,500 to $51,500	Lump Sum	At Signing of Franchise Agreement	Merry Maids
Mid-Sized Market Initial Fee (Note 1)	$41,500	Lump Sum	At Signing of Franchise Agreement	Merry Maids
Small-Sized Market Initial Fee (Note 1)	$37,500	Lump Sum	At Signing of Franchise Agreement	Merry Maids
New Owner Training (Note 2)	Included in Initial Franchise Fee	N/A	N/A	N/A
Travel Expenses While Training (Note 2)	$600-$1,500	As Incurred	During training	Vendors
Real Estate and Improvements (Note 3)	$2,000-$4,000	(Note 3)	(Note 3)	(Note 3)
Computer Hardware and Software (Note 4)	Included in Initial Franchise Fee	N/A	N/A	N/A
A tablet device with cellular data plan (IOS, Windows or Andriod) (Note 4)	$300 - $900	As Incurred	Prior to Training	Vendor
Equipment (Note 4)	$5,250 - $6,850	Lump Sum	Prior to Operating	Vendors
Insurance (Note 5)	$2,400 - $8,400	As Incurred	Prior to Operating	Vendors
Miscellaneous Opening Costs (Notes 1 and 5)	$1,400 to $10,000	As Incurred	As Incurred; Customer Acquisition	Vendors orMerry Maids

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