



State of the Exterior

2025

To our current and future customers:

Fresh Exteriors made a great deal of progress in 2025, our inaugural year of business. By year end, we'd served more than 300 customers, completed 500 jobs, and made substantial measurable and qualitative improvements in our overall customer experience.

This is Day 1 for a new era of service businesses and, if we execute well, for Fresh Exteriors. We look forward with unmatched optimism and determination to continue building the nation's largest exterior cleaning provider.

As with any business, there stands a long list of variables to improve upon for a superior customer experience, each of which we take very seriously. However, the resources necessary for improvement—time, energy, capital, and more—are finite, especially in the physical service space. Selecting which variables to optimize for, and how, is a vital decision. As the world around us changes rapidly, we will allow our competitors to chase “shiny objects” that overwhelmingly deliver no marginal benefit to customers.

It's All About the Long Term:

Rather, at Fresh Exteriors, we will continue to relentlessly prioritize improving what we know will deliver value for our customers both today and, most importantly, a decade from now.

To know what matters over the course of the next year and the next decade, it is important to understand the perpetual forces at play influencing our market. Rain will continue to fall and soil exterior surfaces. Our customers will consistently need their property's exterior maintained. Those same homeowners may often lack either the time, expertise, physical ability, risk tolerance, or equipment necessary to properly address these annual maintenance items of their property. The home service space will always be deficient in providing quality, professionalism, efficient results, and long-term value.

Examining the long list of perpetual forces at play and seeing the massive unmet needs of property owners, we believe that the opportunity to deliver exceptional value and service to our present and future customers is greater now than ever, and we intend to continue executing on that opportunity in the coming year.

The Year In Review:

Before looking forward into 2026 and beyond, we review our previous year in business, with its highs and lows.

Through nearly a year of operating, we've served hundreds of customers on over 500 jobs across the full spectrum of exterior surface cleaning. A belief that we held from the start was that, in order to provide the most valuable service in our industry, the optimal path of improvement is that in which we produce the highest volume of results for our customers in the near term. In a single year, the Puget Sound region enjoys nearly 4,470 hours of daylight. Our team spent, on work days, over 80% of those combined daylight hours providing service for our customers.

It is through this high rate of output, that we are able to improve all facets of the customer experience, before, during, and after service.

We've achieved in one year what might take most new businesses 2-3 years to accomplish. This gives us not only a headstart and increased clarity going into 2026, but also a new baseline of what unit economics we are capable of consistently achieving. This ultimately enables us to pass greater value on to our customers.

Needless to say, Fresh Exteriors faced many challenges in 2025. In just the second week of operations, a burglary of the entirety of our equipment (at the time) cost weeks of work. Frequent price undercuts by competition that omits sales tax, subcontracts unlicensed workers, or takes various shortcuts on quality for customers, often unbeknownst to them. Over time, quality equipment depreciates and malfunctions. While it may be the harder path that we take, as a service business, we remain committed to serving our customers and community with integrity as well as positioning our employees to operate successfully. We believe that this path will, in the long term, make for a stronger business and more delighted customers.

Despite the challenges, Fresh Exteriors has not had a single “bad day”. As part of our pursuit to become the nation’s largest exterior cleaning provider, every challenge provides new data. Data that we then use to improve our line items, customer journey, etc. As the old saying goes... “What doesn’t kill you makes you stronger.”

The majority of shortcomings this past year and most likely for those ahead have the same source—lack of capacity. It has become clear that there will always be more jobs from new potential customers on rushed timelines. Increasingly constrained capacity will inevitably push teams to sacrifice quality, which we at Fresh Exteriors do not view as an option. To ensure that (1) all who call us can be serviced with (2) the greatest possible results, we see the growing importance of increased capacity.

The Year Ahead:

Here’s a snapshot of what we are prioritizing going into 2026.

- *Unmatched In-person Experience:* Fatigue with online AI across all industries is at all-time highs. In all likelihood, this will only get worse. While many companies seek growth through these oversubscribed channels, where we cannot differentiate fake from real, Fresh Exteriors will aim resources towards optimizing what is undeniably real and valuable—delivering great exterior cleaning results and building trust with boots on the ground for our customers.
- *Increased Capacity:* Delivering the phenomenal results has 2 main ingredients—excellent field technicians and top-of-the-line equipment. It takes time and dedicated effort to increase both of these properly. One fact is abundantly clear, however—the DNA of any service business is a combination of the people that make it up and the tools they are equipped with to succeed.
- *Improved Customer Portals:* We developed customer portals in-house as a long-term bet on what our customers holistically desire—central access to quotes, invoices, addresses on file (and their corresponding service plans), post-job photos/videos for transparency, dynamic scheduling (eventually), a single place to track the state of exterior artificial surfaces, and more. Built in conjunction with internal FSM software, we expect Customer Portals to be a key factor in our future growth, reducing the hurdles property owners must overcome to schedule repeat service.
- *Improved Service Plan Offering:* In 2025, we aimed to build relationships, trust, and goodwill with each of our customers. Although we expected it to come up, we were blown away by the rate at which our customers inquired about setting a service plan for their property. Lacking an option for customers to easily convert specific line items into recurring service was a major deficiency. While our repeat customer rate is high, customers (and we) desire a formalized service plan to reduce the inevitable, annual mental burden of maintaining one’s property. Within the Q1 of 2026, we will be launching the *Fresh Club*, which allows customers to schedule, before or after an initial job, exactly what line items and corresponding frequency they would like fulfilled regularly, with many other benefits.

Lastly, and perhaps most importantly, we’d like to thank each of our customers and those we worked with in 2025. We were blown away by the support and investment in our ambitious goals for Fresh Exteriors. This is just the beginning, as we build something lasting that will define the standard for exterior care in the years ahead.

- Patrick Sweet, Owner & General Manager