

| PROVISION | SECTION IN DEVELOPMENT RIGHTS AGREEMENT | SUMMARY |
|---|--|--|
| | | disclaim or require you to waive reliance on any representations made in this disclosure document delivered to you or your representative. Any representations or promises made outside the disclosure document and Development Rights Agreement may not be enforceable. |
| u. Dispute resolution by arbitration or mediation | 8 | We and you must arbitrate all disputes in Cincinnati, Ohio (subject to state law). |
| v. Choice of forum | 8 | Subject to arbitration requirement, litigation must be in courts in Cincinnati, Ohio (subject to state law). |
| w. Choice of law | 8 | Except for Federal Arbitration Act and other federal law, Ohio law governs (subject to state law). |

ITEM 18

PUBLIC FIGURES

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

ITEM 19

FINANCIAL PERFORMANCE REPRESENTATIONS

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

1. SALES AND CERTAIN EXPENSES OF FRANCHISED TIDE LAUNDROMAT BUSINESSES AS OF JUNE 30, 2025

The following table reflects the average sales, certain expenses and net controllable income of three franchised Tide Laundromat Businesses that have been in operation for more than one year for the period from July 1, 2024 through June 30, 2025 (the "Covered Period"). The franchised Tide Laundromat Businesses use the prototypical business format, facilities, and operating procedures for a Tide Laundromat Business that form the basis of the Tide Laundromat franchise opportunity that we offer in this FDD.

The three franchised Tide Laundromat Businesses that were in operation for more than one year had been in operation for an average of one year and three months. The following table excludes the

performance of five franchised Tide Laundromat Business that had not operated for a full year as of June 30, 2025.

| | |
|---|-------------------------|
| Average Net Sales¹ | \$1,119,889 |
| Range of Net Sales¹ | \$924,897 - \$1,558,205 |
| Median Net Sales | \$1,116,565 |
| Expenses | |
| Cost of Sales ² | 18% |
| Labor Cost and Taxes ³ | 13% |
| Marketing ⁴ | 3% |
| Utilities ⁵ | 9% |
| Miscellaneous Expenses ⁶ | 6% |
| Total Controllable Expense | 49% |
| Net Controllable Income⁷ | 51% |
| Royalty ⁸ | 6.5% |
| Net Controllable Income Less Royalty | 44.5% / \$533,951 |

2. AVERAGE WEEKLY SALES OF FRANCHISED TIDE LAUNDROMAT BUSINESSES AS OF JUNE 30, 2025

The following table reflects the average Weekly Net Sales⁹ for three franchised Tide Laundromat Businesses that were in operation for the Covered Period. The following table excludes the performance of one franchised Tide Laundromat Business that had not operated for a full year as of June 30, 2025.

| Store No. | Average Weekly Net Sales | Range of Weekly Net Sales | Median Weekly Net Sales |
|------------------|---------------------------------|----------------------------------|--------------------------------|
| 1 | \$27,392 | \$22,800 - \$31,153 | \$27,365 |
| 2 | \$20,148 | \$15,764 - \$23,622 | \$20,495 |
| 3 | \$17,617 | \$14,197- \$29,837 | \$17,608 |

Notes

1. “Net Sales” means all revenue from all sales made during the Covered Period from operating the Tide Laundromat Businesses, including all amounts received at or away from the premises, and whether from cash, check, credit and debit card, barter exchange, trade credit, or other credit transactions, but (a) excluding all federal, state, or municipal sales, use, or service taxes collected from customers and paid to the appropriate taxing authority; and (b) reduced by the amount of any documented refunds, credits, coupons, manager-authorized and/or customer loyalty program discounts, and allowances the Tide Laundromat Businesses in good faith gave to customers.

2. “Cost of Sales” represents the costs for detergents, bags, and other supplies used to clean garments. The Costs of Sales vary primarily based on the volume of garments at the Tide Laundromat Businesses.

3. “Labor Cost and Taxes” represents the salary or wages, benefits (if any), and payroll and other taxes for employees at the Tide Laundromat Businesses. Salary and wage rates might vary from market to market, and you alone will determine the terms and conditions of employment for your Tide Laundromat business’ employees and the staffing decisions. Franchisees (or their owners) might serve as the general manager and/or assistant manager for their Tide Laundromat Businesses, and while this item reflects the amounts they reported to us for their labor costs, those costs might be higher or lower than market rates because of their status as owners of the franchised Tide Laundromat Businesses. This item also does not include other employment-related expenses, such as payroll processing fees and employee uniforms, which are covered as Miscellaneous Expenses.
4. “Marketing” represents the amounts that the Tide Laundromat Businesses spent on advertising, marketing and promotional activities and includes each Tide Laundromat Business’ contributions to the Brand Development Fund.
5. “Utilities” represents the costs for electric, gas, sewer, water, telephone/DSL connectivity and other utilities associated with each Tide Laundromat Business. Utility costs can vary widely from market to market.
6. “Miscellaneous Expenses” include but are not limited to amounts for customer claims, durable goods, cleaning supplies (such as floor cleaners and bathroom supplies), waste removal, landscaping, computer and other office supplies, software license and technology fees, employee uniforms, bank charges, business licenses, workers’ compensation insurance, business insurance, third party service providers, delivery operation expenses, repairs and maintenance, and cash over/short.
7. “Net Controllable Income,” which we reflect as a percentage, represents 100% of Net Sales less the percentages for all the controllable expenses listed in the tables. However, the controllable expenses in the tables do not reflect all the categories of costs and expenses associated with the Tide Laundromat Businesses or that you will incur in operating your Tide Laundromat Business. Some of these other costs include, for example, rent, real estate taxes, common area maintenance charges and other real property-related expenses, including any utility and insurance expenses that are paid to the landlord as part of the lease; legal, accounting and other professional fees; interest and other debt service costs, taxes (other than employment-related taxes included as part of Labor Costs and Taxes), depreciation and amortization. The controllable expense also does not include any return or compensation for the franchisee owning a Tide Laundromat Businesses, unless that franchisee works as a general manager or assistant manager and reports his or her compensation to us as part of Labor Costs and Taxes.
8. “Royalty” represents the Royalty Fee, calculated as 6.5% percent of Net Sales.
9. “Weekly Net Sales” means all revenue from all sales made during each calendar week (Monday to Sunday) of the Covered Period from operating the Tide Laundromat Businesses, including all amounts received at or away from the premises, and whether from cash, check, credit and debit card, barter exchange, trade credit, or other credit transactions, but (a) excluding all federal, state, or municipal sales, use, or service taxes collected from customers and paid to the appropriate taxing authority; and (b) reduced by the amount of any documented refunds, credits, coupons, manager-authorized and/or customer loyalty program discounts, and allowances the Tide Laundromat Businesses in good faith gave to customers.
10. The information presented for franchised Tide Laundromat Businesses are the result of information included in royalty reports and other financial reports provided by the franchisees. We have not audited this information nor have we verified its accuracy.

11. Written substantiation for this financial performance representation will be made available to you upon reasonable request.

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

13. Some Tide Laundromat Businesses have earned this much. Your individual results may differ. There is no assurance that you will earn as much.

Other than the preceding financial performance representations, we do not make any representations about a franchisee's future financial performance or the past financial performance of company-owned or franchised outlets. We also do not authorize our employees or representatives to make any such representations either orally or in writing. If you are purchasing an existing outlet, however, we may provide you with the actual records of that outlet. If you receive any other financial performance information or projections of your future income other than as we provide above, you should report it to the franchisor's management by contacting Stephen Philips at 2 Procter & Gamble Plaza, TE-16, Cincinnati, Ohio 45202 or 513-331-0438, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20

OUTLETS AND FRANCHISEE INFORMATION

**Table No. 1
Systemwide Outlet Summary
For Years 2023 to 2025***

| Outlet Type | Year | Outlets at the Start of the Year | Outlets at the End of the Year | Net Change |
|---------------|------|----------------------------------|--------------------------------|------------|
| Franchised | 2023 | 0 | 2 | +2 |
| | 2024 | 2 | 3 | +1 |
| | 2025 | 3 | 8 | +5 |
| Company-Owned | 2023 | 0 | 0 | 0 |
| | 2024 | 0 | 0 | 0 |
| | 2025 | 0 | 0 | 0 |
| Total Outlets | 2023 | 0 | 2 | +2 |
| | 2024 | 2 | 3 | +1 |
| | 2025 | 3 | 8 | +5 |

*As of June 30 of each year.