

ITEM 18
PUBLIC FIGURES

Vanguard does not use any public figure to promote its 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.

This financial performance representation includes a historic representation of the average Gross Cash Collected cumulatively and by quartile of 43 Area Franchise Businesses in the United States. Each Area Franchise Business means an entity with one or more master franchise agreements. The data was compiled based on monthly royalty reports providing Gross Cash Collected summaries for the applicable month (the “Gross Cash Collected Reports”) submitted to us by the 43 Area Franchisor Businesses in operation during the full 12-month period (January 1, 2025 – December 31, 2025). This financial performance representation does not include data from our 3 affiliate-operated Area Franchise Businesses. 2 of the Area Franchise Businesses each operate under two distinct Master Franchise Agreements for different geographical areas (“Development Areas”) and reported their Gross Cash Collected on a consolidated basis. “Gross Cash Collected” is defined in Note 1, below.

AVERAGE ANNUAL GROSS CASH COLLECTED FOR CALENDAR YEAR 2025

Number of Area Franchise Businesses	43
Average Gross Cash Collected	\$5,744,512
Median Gross Cash Collected	\$5,302,411
Low/High Range	\$519,294 - \$13,645,652

Of the 45 Area Franchise Businesses included in the calendar year 2025 data, 18 (42%) attained or exceeded Average Gross Cash Collected.

AVERAGE ANNUAL GROSS CASH COLLECTED 1ST QUARTILE (2025)

Number of Area Franchise Businesses	11
Average Gross Cash Collected	\$9,926,763
Median Gross Cash Collected	\$8,659,797
Low/High Range	\$8,205,464 - \$13,645,652

Of the 11 Area Franchise Businesses included in the 1st Quartile, 4 (36%) attained or exceeded Average Gross Cash Collected.

AVERAGE ANNUAL GROSS CASH COLLECTED 2ND QUARTILE (2025)

Number of Area Franchise Businesses	10
Average Gross Cash Collected Revenues	\$6,606,045
Median Gross Cash Collected Revenues	\$6,762,595
Low/High Range	\$5,344,749 - \$7,686,616

Of the 11 Area Franchise Businesses included in the 2nd Quartile, 4 (40%) attained or exceeded Average Gross Cash Collected.

AVERAGE ANNUAL GROSS CASH COLLECTED 3RD QUARTILE (2025)

Number of Area Franchise Businesses	10
Average Gross Cash Collected	\$4,781,635
Median Gross Cash Collected	\$4,757,926
Low/High Range	\$4,069,594 - \$5,302,411

Of the 11 Area Franchise Businesses included in the 3rd Quartile, 5 (50%) attained or exceeded Average Gross Cash Collected.

AVERAGE ANNUAL GROSS CASH COLLECTED 4TH QUARTILE (2025)

Number of Area Franchise Businesses	12
Average Gross Cash Collected	\$1,995,234
Median Gross Cash Collected	\$1,764,472
Low/High Range	\$519,294 - \$3,509,737

Of the 12 Area Franchise Businesses included in the 4th Quartile, 5 (42%) attained or exceeded Average Gross Cash Collected.

General Notes:

1. Gross Cash Collected means payments received by the Area Franchise Business from the sale of subfranchises; from commercial cleaning accounts; from janitorial product sales; from marketing fees and in any other manner from the use of the Marks or System, without deduction for taxes, Franchise Payables (as defined in Note 2) or the cost of goods sold. Royalties, insurance administration fees and business support fees (collectively “Contract Fees”), which are owed to the Area Franchise Businesses under the unit franchise agreements, are not delineated in Gross Cash Collected Reports as these amounts are deducted by the Area Franchisor from commercial cleaning account cash payments before remitting Franchise Payables to unit franchisees. Contract Fees generally represent an average of 20.5% of Gross Cash Collected, according to a 2024 survey of 29 out of 44 Area Franchise Businesses (median 20.4%; high-low range = 15.3% to 31%). 13 out of 29 Area Franchise Businesses (45%) exceeded the 20.5% average.

2. Area Franchisors perform billing and collection services for Vanguard® commercial cleaning accounts and are required to remit to their unit franchisees commercial cleaning account payments for services performed by the unit franchise businesses (the Franchise Payables), less deductions taken for royalties, business support fees, marketing fees, insurance and all other amounts owed to the Area Franchisor under the unit franchise agreements. Gross Cash Collected includes the gross payments from commercial cleaning accounts billed on behalf of unit franchisees, without deduction for Franchise Payables due to unit franchisees.

3. As used in this Item 19, “Quartile” refers to the relative performance of our Area Franchisors. Accordingly, the “1st Quartile” refers to the top 25% of performing Area Franchisors participating in our survey based on Gross Revenues, the “2nd Quartile” refers to the next highest 25% of performing Area Franchisors in the survey, and so on.

4. Of the 43 Area Franchise Businesses for which data is reported, 26 are operated by Area Franchisors that operated multiple Area Franchise Businesses themselves or with their affiliates/related companies throughout 2025.

5. The average length of time the 43 Area Franchise Businesses have been operating under their current ownership is 15 years. The median length of time the 43 Area Franchise Businesses have been operating under their current ownership is 16 years. The lowest and highest lengths of time in operation are 2 to 23 years. (Partial years have been rounded up). Note that 12 of the 43 Area Franchise Businesses acquired the assets of former Area Franchise Businesses, which had been established and operating for a varying number of years prior to the acquisition.

6. There have been no master franchise sales by Vanguard to persons outside of the Vanguard® franchise organization for approximately 12 years.

7. Some outlets have earned this amount. Your individual results may differ. There is no assurance you will earn as much.

We have not audited or independently verified the Area Franchise Businesses’ Gross Cash Collected information included in this Item 19, which is reported to us on a cash basis. Written substantiation for the financial performance representation will be made available to the prospective master franchisee upon reasonable request.

Other than the preceding financial performance representation, Vanguard Cleaning Systems, Inc. does not make any financial performance representations. We also do not authorize our employees or representatives to make any such representations either orally or in writing. If you are purchasing a master franchise, however, we may choose to provide you with the actual records of that company. If you receive any other financial performance information or projections of your future income from our employees or representatives, you should report it to the franchisor's management by contacting Ray Lee, President, Vanguard Cleaning Systems, Inc., 655 Mariners Island Boulevard, San Mateo, CA, Suite 303, 94404, the Federal Trade Commission, and the appropriate state regulatory agencies.

ITEM 20
OUTLETS AND FRANCHISEE INFORMATION

Table No. 1
Systemwide Subfranchisor Summary
For the Fiscal Years 2023, 2024 and 2025

Outlet Type	Year	Subfranchisors at the Start of the Year	Subfranchisors at the End of the Year	Net Change
Franchised	2023	48	48	0
	2024	48	48	0
	2025	48	45	-3
Company-Owned*	2023	1	1	0
	2024	1	1	0
	2025	1	3	+2
Total Outlets	2023	49	49	0
	2024	49	49	0
	2025	49	48	-1

The above chart and the Master Franchise charts that follow are tabulated based upon the number of Master Franchise Agreements in effect as of the applicable year end. Some Area Franchisors operate in multiple regions under a single master franchise agreement, and these Area Franchisors are identified in Exhibit G – List of Active Subfranchisors. Chart adjustments have been made to eliminate Canadian subfranchisors and satellite office locations operated under a single Master Franchise Agreement.

* We do not grant any franchises for commercial cleaning businesses, but our affiliate, RR Franchising, Inc., KY Franchising and IN Franchising operate Area Franchise Businesses. As noted in Item 1, we and RR Franchising, Inc., KY Franchising and IN Franchising are considered affiliates only because the same individual holds the majority of shares in all four companies, but they are separate and distinct companies with different shareholder structures. Our affiliates are also included in Table 3 because they operate under a master franchise agreement. VCS International is a subsidiary established to grant Vanguard master franchises exclusively in select international markets, and thus is not included as a Company-Owned unit in the above table.

Table No. 2
Transfers of Regions from Subfranchisors to New Owners (other than the Franchisor)
For the Fiscal Years of 2023, 2024 and 2025

State	Year	Number of Transfers
North Carolina	2023	0
	2024	0
	2025	1
Tennessee	2023	0
	2024	0
	2025	1
Virginia*	2023	1
	2024	0
	2025	0