

Notes:

- * The references to “Section” and “Exhibit” are references to sections of and exhibits attached to the Franchise Agreement.
- 1. The personal Guarantee attached to the Franchise Agreement (see Exhibit J to the Franchise Agreement) includes a guarantee of performance of all obligations under the Franchise Agreement.
- 2. In some states, a provision in a franchise agreement requiring the application of Illinois law is void. (See **Exhibit I**, if applicable, for more information.)

There are state specific addenda, attached as **Exhibit I**, for the states of California, Hawaii, Illinois, Maryland, Minnesota, New York, North Dakota, Rhode Island, Virginia and Washington. The Michigan Addendum is located after the state cover page.

California residents see the California Addendum to this Franchise Disclosure Document for additional disclosures required by California law.

**Item 18
PUBLIC FIGURES**

Culligan currently does not use or have plans to use any public figures to promote its franchises.

**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.

Culligan does not make any representations about a franchisee’s future financial performance or the past financial performance of company-owned or franchised outlets. Culligan also does not authorize its employees or representatives to make any such representations either orally or in writing. If you are purchasing an existing outlet, however, Culligan 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 Thomas P. Vitacco, Vice President, Franchise Development, 9399 West Higgins Road, Suite 1100, Rosemont, Illinois 60018, (847) 430-2800, or (800) 428-2828, the Federal Trade Commission, and the appropriate state regulatory agencies.

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Item 20
OUTLETS AND FRANCHISEE INFORMATION

Table No. 1

Systemwide Outlet Summary For Years 2022 to 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	2022	511	512	+1
	2023	512	478	-34
	2024	478	460	-18
Company-Owned	2022	43	46	+3
	2023	46	80	+34
	2024	80	93	+13
Total Outlets	2022	554	558	+4
	2023	558	558	0
	2024	558	553	-3

Table No. 2

Transfers of Outlets from Franchisees to New Owners (other than the Franchisor) For Years 2022 to 2024

Column 1	Column 2	Column 3
State	Year	Number of Transfers
Arizona	2022	0
	2023	0
	2024	0
California	2022	1
	2023	0
	2024	1
Colorado	2022	0
	2023	3
	2024	0
Florida	2022	0
	2023	2
	2024	0
Idaho	2022	5