

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.

A. Gross Revenue for all Revenue Reporting Stores.

There were 51 CD Stores operating as of December 31, 2024, all of which franchisees owned and operated. 34 are Plant Stores and 17 are Satellite Stores. 11 CD Stores (10 new Satellite Stores and one existing store that was converted to a Satellite Store) opened in 2024, so they did not operate for the entire fiscal period from December 29, 2023 through December 27, 2024 (the "2024 Fiscal Year"). Our affiliate had a temporary test arrangement with one Plant Store in 2024 (the "Test Program Store") under which that store handled the cleaning and other production costs associated with a pickup and delivery business that our affiliate operated in a large area. This atypical arrangement only lasted a few months but it distorted the Test Program Store's gross revenue and expense information from what it would have experienced if it had operated a more typical pickup and delivery service on its own in a more standard area. Therefore, this first financial performance representation reflects the actual, historical Gross Revenue during the 2024 Fiscal Year for the remaining 38 CD Stores that franchisees operated for the entire 2024 Fiscal Year (the "Revenue Reporting Stores"). No CD Stores closed during 2024.

33 of the Revenue Reporting Stores are Plant Stores. 30 are in Illinois, and one each is in Minnesota, Indiana and Missouri. The average age of these Plant Stores as of December 31, 2024 is 17.6 years, with the most recent store opening in 2017. 27 of these Plant Stores are in suburban locations and 6 are in more densely populated urban locations. The sizes of these Plant Stores range from 2,800 to 4,500 square feet, with an average of approximately 3,150 square feet. 3 of these Plant Stores are stand-alone buildings and the remainder are in strip centers or on-street locations in urban areas. These Plant Stores face the same competition, and receive the same services from us, that we expect new franchised Plant Stores will face and receive.

6 of the Revenue Reporting Stores are Satellite Stores. They operate in Illinois and receive production services from their associated Plant Stores. 4 of these Satellite Stores were built as Satellite Stores and opened in June 2023, May 2023, October 2022 and September 2021. The other 2 opened in 2003 and 2007 as Plant Stores, but the franchisees that operated these stores decommissioned their respective dry cleaning and laundry production equipment and converted them to non-production Satellite Stores in 2020 and 2021, respectively. All of these Satellite Stores are in suburban locations. They range in size from 960 to 3,441 square feet. All of these Satellite Stores are in strip centers. These Satellite Stores face the same competition, and receive the same services from us, that we expect new franchised Satellite Stores will face and receive.

Most of the Revenue Reporting Stores operate in Chicago, Illinois and its surrounding suburbs, where other CD Stores have established a market presence and trade identity, and where advertising and marketing activity can benefit multiple CD Stores. Most of the Revenue Reporting Stores are located in densely populated areas, where there are more potential customers for dry cleaning and laundry services than in less densely populated areas. Demand for CD Stores' services can vary significantly with the general economy, local market conditions, available parking and the general visibility of the CD Store location to consumers.

This first financial performance representation reflects the actual, historical average Gross Revenue during the 2024 Fiscal Year for the 33 Revenue Reporting Stores that are Plant Stores, as well as the top third, middle third and bottom third (by Gross Revenue) of these 33 Plant Stores, and separately the actual, historical average Gross Revenue during the 2024 Fiscal Year for all 6 Revenue Reporting Stores that are Satellite Stores.

2024 Gross Revenue – Revenue Reporting Stores

Category	# Stores	Average Gross Revenue	#/% Above Average	Highest Gross Revenue	Lowest Gross Revenue	Median Gross Revenue
Top Third Plant Stores	11	\$1,371,959	4/36.4%	\$2,378,921	\$1,142,561	\$1,199,342
Middle Third Plant Stores	11	\$1,044,101	6/54.5%	\$1,130,785	\$931,290	\$1,068,889
Bottom Third Plant Stores	11	\$800,894	8/72.7%	\$921,905	\$630,921	\$807,063
All Plant Stores	33	\$1,072,352	16/48.5%	\$2,378,921	\$630,921	\$1,068,889
All Satellite Stores	6	\$333,350	3/50%	\$507,468	\$176,413	\$348,785

PUD Services are optional for most of our Revenue Reporting Stores. 16 of the Plant Stores (8 of which are in the top third, 3 in the middle third and 5 in the bottom third in the table above) provided PUD Services during 2024. 7 of these Plant Stores offered PUD Services for all of 2024. 9 of these 16 Plant Stores only offered PUD Services for part of the year, with one store starting in February 2024, one store starting in May 2024, and 7 stores starting between September and December 2024. For these 16 Plant Stores, their Gross Revenue from PUD Services represented, on average, 5.3% of their total 2024 Gross Revenue for the respective Plant Store. Satellite Stores do not offer PUD Services. Other factors impacting the Revenue Reporting Stores' Gross Revenue include local competition, and the Store's ability to provide high quality services and a strong customer service experience.

We define Gross Revenues for these financial performance representations using the same definition that we use in Item 6. "Gross Revenues" means revenue from the sale of all products and services and all other income or consideration of every kind and nature that the Reporting Store receives, including all revenues associated with delivering and/or selling products or services off premises to customers and any proceeds from business interruption insurance, whether for cash, credit, charge account, debit account, exchange, barter or otherwise, and regardless of collection, less (a) any sales taxes and other taxes collected from customers and paid directly to the appropriate taxing authority, and (b) any customer discounts or refunds.

B. Certain Cost Information for Cost Reporting Stores and Cost Reporting Groups.

Our second set of financial performance representations covers a different group of CD Stores. We requested cost information from all 51 franchised CD Stores operating as of December 31, 2024. Despite our requests, we were unable to get complete cost information from 7 of these CD Stores (5 Plant Stores and 2 Satellite Stores), some of which franchisees sold to buyers during 2024. Because we have incomplete information, we are forced to exclude them from this second set of financial performance representations, which cover the remaining 44 CD Stores (the “Cost Reporting Stores”). The Cost Reporting Stores include 29 Plant Stores and 15 Satellite Stores.

Included in the Cost Reporting Stores are the 16 Plant Stores that operate on a stand-alone basis, providing production services only for that Plant Store and without any associated Satellite Stores (the “Stand-Alone Plant Stores”). They reported their costs solely relating to the applicable Stand-Alone Plant Store. However, franchisees of the remaining 28 CD Stores reported their costs on a combined basis, covering each Plant Store and its associated Satellite Store(s). Because of the integrated nature between a Plant Store and its Satellite Store(s), these stores report occupancy costs on a combined basis; share employees and have employees perform production, delivery and other tasks for customers at both stores; and have one set of production/service supplies costs and utilities costs that provide services for customers of both stores. Therefore, franchisees effectively treat each of these Plant Store/Satellite Store combinations (each a “Group”) as one combined location. For the remaining 28 franchised CD Stores operating as Groups as of December 31, 2024, there are 11 Groups that each have one Plant Store and one Satellite Store, and 2 Groups that each have one Plant Store and 2 Satellite Stores.

We excluded the 11 CD Stores that opened/converted in 2024 from the Revenue Reporting Stores in the first financial performance representation because they did not operate for the entire 2024 Fiscal Year. However, all of these Satellite Stores operate as part of a Group and receive production services from their associated Plant Stores. 2 of these 11 Satellite Stores are among the 7 CD Stores that did not provide us complete cost information, so they are not part of the Cost Reporting Stores. However, if we were to exclude the other 9 new Satellite Stores from the Cost Reporting Stores in these second financial performance representations, then we would also need to exclude all of their associated Plant Stores – all of which operated for the entire 2024 Fiscal Year – because of the combined reporting of expenses. This would reduce the number of CD Stores that these second financial performance representations cover. Therefore, we have included these 9 Satellite Stores that opened in 2024 as Cost Reporting Stores in these second financial performance representations, reflecting their revenue and expenses for only the limited period of time during which they operated in 2024. On average, these 9 Satellite Stores operated for 4.5 months during 2024.

Because of their different cost reporting, we are providing separate financial performance representations for the Cost Reporting Stores that are Stand-Alone Plant Stores and the Cost Reporting Stores that are part of Groups. The following financial performance representation reflects the actual, historical average aggregated Occupancy Costs, Labor Costs, Production/Service Supplies Costs, and Natural Gas and Electric Costs, reflected as a percentage of average Gross Revenue, during the 2024 Fiscal Year for the 16 Stand-Alone Plant Stores:

**2024 Costs as a Percentage of Gross Revenue
Stand-Alone Plant Stores**

Category	Occupancy Costs(1)	Labor Costs(2)	Production/Service Supplies Costs(3)	Natural Gas and Electricity Costs(4)
Average	11.8%	37.3%	6.8%	2.8%
Median	11.6%	36.5%	6.9%	2.9%
#/% Above Average	8/50%	8/50%	11/ 68.7%	5/31.2%

This final financial performance representation reflects the actual, historical average aggregated Occupancy Costs, Labor Costs, Production/Service Supplies Costs, and Natural Gas and Electric Costs, reflected as a percentage of average Gross Revenue, during the 2024 Fiscal Year for the 13 Groups of Cost Reporting Stores, with all Gross Revenue and costs aggregated for all of the Cost Reporting Stores in that Group:

**2024 Costs as a Percentage of Gross Revenue
Cost Reporting Stores for 2024—Plant Store/Satellite Store Combination**

Category	Occupancy Costs(1)	Labor Costs(2)	Production/Service Supplies Costs(3)	Natural Gas and Electricity Costs(4)
Average	13.1%	38.1%	7.9%	2.8
Median	13.4%	44.2%	7.9%	3.0
#/% Above Average	6/46.1%	8/61.5%	3/23%	6/46.1%

(1) "Occupancy Costs" reflect the amounts paid for rent and common area maintenance charges. Some of the newer Cost Reporting Stores (which are Satellite Stores) may have benefitted from a short period of free rent (usually 60 to 90 days after opening) as part of an incentive that landlords offer, and that reduced rent is reflected in the Occupancy Costs. These figures also include amounts paid for water and waste disposal costs, real estate property taxes and insurance on the premises if the landlord pays those costs and collects those amounts from the Cost Reporting Store owner under the lease or in common area maintenance charges related to the lease. A few Cost Reporting Stores paid water costs directly to a third-party vendor and did not pay them to the landlord as part of common area maintenance charges. For consistency, in those instances, we have added the amounts that those Cost Reporting Stores paid for water to Occupancy Costs. This figure does not cover all costs associated with occupying the Cost Reporting Stores, such as facility maintenance and ongoing store cleaning costs.

(2) "Labor Costs" reflect salaries and wages (including overtime), incentive compensation, vacation pay and associated payroll taxes paid to the Stand-Alone Plant Store's or Group's employees. This figure does not cover all employee-related costs associated with operating the Cost Reporting Stores, such as payroll processing fees, health insurance or workers' compensation insurance premiums, uniforms, or meal, travel and other expenses for employees. Factors affecting Labor Costs include the managers' operational ability (including experience with managing and scheduling staff), the manager's commitment to training staff and implementing

employee retention programs, the local labor market, and any applicable federal or state minimum wage laws.

The Plant Stores that are part of the Cost Reporting Stores use a variety of management staffing models, with some using only one or 2 managers and others using more store managers. Factors impacting the management staffing decisions include the overall gross revenue of the Plant Store or Group, the number of full-time or part-time workers on staff, the longevity of the employees and the number of employees that are cross-trained for position flexibility. Many CD Store franchise owner(s) fill some management duties themselves. Because these franchise owners receive compensation both for their work at the Cost Reporting Store and as owner based on the store's cash flow/profits, the salaries and wages that these owners pay themselves for these services vary widely. In order to normalize Labor Costs, we contacted our franchise owners to understand what amounts they paid themselves and included in their reporting of Labor Costs, and what they felt were "market rate" Labor Costs for the positions that the franchise owners maintained at their Cost Reporting Stores. Some franchise owners then modified their initially-reported Labor Costs based on our inquiry. No franchise owner increased their reported Labor Costs to reflect a market rate for the management positions that the franchise owner maintained, because no franchise owner felt that they were paying below-market compensation for those roles. However, at 7 of the Plant Stores that are part of the Cost Reporting Stores, the franchise owner decreased the reported Labor Costs to reflect a market rate for the manager positions that they held, because those owners were paying themselves above-market compensation for those roles.

(3) "Production/Service Supplies Costs" reflect the amounts paid for replacement pads and covers for pressing equipment (including associated labor costs), dry cleaning solvents and other solvents, and other supplies used for dry cleaning and laundry processes, such as register tape, laundry bags, tags, detergent, spotting kits, hangers and poly bags. Factors affecting Production/Service Supplies Costs include the Cost Reporting Store's Gross Revenue and its ability to limit waste, manage inventory levels and purchases, and encourage customer hanger recycling. This figure does not cover all costs associated with production at the CD Stores, such as costs for office and janitorial supplies, customer claims costs and costs to maintain, repair or replace equipment.

(4) "Natural Gas and Electricity Costs" reflect the amounts paid for natural gas and electricity usage. Some Cost Reporting Stores in Illinois buy electricity from a third-party reseller at their option and lock-in rates. Depending on your Store's location, you may or may not be eligible to buy electricity from resellers and/or participate in group electricity purchases.

There are a number of other costs and expenses that CD Stores incur that are not included in the cost categories that this financial performance representation covers (Occupancy Costs, Labor Costs, Production/Service Supplies Costs, and Natural Gas and Electricity Costs). Some of these other costs and expenses include, for example, royalty fees and Marketing Fund contributions; fees associated with PUD Services; other elective costs to advertise, market and promote the CD Store, such as costs for signs and local promotions; ongoing software license fees and other technology-related costs; legal and other professional fees, trade group subscriptions and membership dues; training and related expenses; office and janitorial supplies; store cleaning, equipment repair and maintenance expenses; fees and expenses for obtaining required licenses and

permits; telephone, internet, security, music, waste disposal costs not covered in lease rent; insurance not covered in lease rent; and interest and other debt service costs, taxes, depreciation and amortization. CD Stores offering residential pickup and delivery services will also incur expenses for one or more vehicles, including vehicle insurance, vehicle repairs and maintenance, and associated fees outlined in the PUD Addendum, including some paid to our affiliate, which are not included in the cost categories described in this Item 19. You should consider these and all other costs and expenses that you will incur when creating a business plan for your CD Store.

We calculated the figures in the tables above using information that our franchisees provided. Upon your reasonable request, we will provide written substantiation for these financial performance representations.

Some outlets have sold this amount. Your individual results may differ. There is no assurance that you'll sell as much.

Other than the preceding financial performance representations, Cleaners Depot Franchise, LLC 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 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, you should report it to the franchisor's management by contacting Tom Ryan, our Vice President of Franchise Development, at One Mid America Plaza, Suite 125, Oakbrook Terrace, Illinois 60181, and (708) 836-4615, the Federal Trade Commission, and the appropriate state regulatory agencies.

Item 20

OUTLETS AND FRANCHISEE INFORMATION

All numbers appearing in Tables 1 through 5 below are as of December 31 in each year. Our affiliates operated all of the outlets listed as "company-owned" in the tables. Some of the outlets listed as being sold to franchisees or opened franchised CD Stores reflect CD Stores that our affiliate operated and sold to franchisees. 2 CD Stores in Illinois converted from Plant Stores to Satellite Stores (one in 2020 and the other in 2021) and 1 new Satellite Store opened in Illinois in 2021, 1 new Satellite Store opened in Illinois in 2022 and 2 new Satellite Stores opened in Illinois in 2023. The remaining CD Stores are Plant Stores.