

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 OF FRANCHISED TIDE CLEANERS OUTLETS OPEN FROM JULY 1, 2024 THROUGH JUNE 30, 2025

The following table reflects the average sales of 140 franchised Tide Cleaners Outlets that operated during the period from July 1, 2024 through June 30, 2025 (the “Covered Period”). The 140 franchised Tide Cleaners Outlets operate in suburban locations within greater metropolitan areas of U.S. cities. The table includes the results of 49 Plant Stores and 91 Drop Stores and excludes the performance of: (1) 29 Conversion Stores that operate and record financials on a consolidated and not on an Outlet-by-Outlet basis; (2) 12 franchised Tide Cleaners Outlets that did not operate during the entire Covered Period; (3) six franchised Tide Cleaners Outlets that operate as Central Plant Stores that do not record sales and only process clothes; and (4) 15 Drop Stores that operate either under our limited service neighborhood drop format and/or that only have Lockers or kiosks.

	PLANT STORES	DROP STORES
Average Annual Gross Sales	\$1,225,693	\$548,202
Discounts	(\$68,776)	(\$35,495)
Average Annual Net Sales	\$1,156,917	\$512,707
Median Annual Gross Sales	\$1,300,961	\$495,743
Range Of Annual Gross Sales	\$532,122 - \$2,488,218	\$106,695 - \$2,002,246
#/% Of Covered Outlets Exceeding Average Gross Sales	26/53%	37/41%
Median Annual Net Sales	\$1,191,835	\$450,585
Range Of Annual Net Sales	\$478,896 - \$2,405,372	\$93,888 - \$1,884,559
#/% Of Outlets Exceeding Average Annual Net Sales	26/53%	37/41%

2. SALES AND CERTAIN EXPENSES OF FRANCHISED PLANT STORES NOT SERVICING OUTLETS OPEN AT LEAST ONE YEAR AS OF JUNE 30, 2025

The following tables reflect the average sales, certain expenses and net controllable income for the Covered Period for 12 Franchised Plant Stores that were open and operating for over one year as of June 30, 2025 that did not support one or more Drop Stores or Non-Traditional Stores (“Plant Stores Not Servicing Outlets”). The Plant Stores Not Servicing Outlets use the prototypical business format, facilities, and operating procedures for a Plant Store that form the basis of the Tide Cleaners franchise opportunity that we offer in this FDD. The Plant Stores Not Servicing Outlets operate in suburban locations within greater metropolitan areas of U.S. cities.

The 12 Plant Stores Not Servicing Outlets that were open and operating more than one year had been in operation for an average of ten years and five months. The following tables exclude the performance of two franchised Plant Store Not Servicing Outlets that had not operated for a full year as of June 30, 2025.

PLANT STORES NOT SERVICING OUTLETS OPENED OVER 1 YEAR	
Average Gross Sales¹	\$1,507,163
Discounts ²	(\$76,053)
Net Sales²	\$1,431,110
Expenses	
Cost of Sales ³	6%
Labor Cost and Taxes ⁴	37%
Marketing ⁵	4%
Utilities ⁶	4%
Repairs and Maintenance ⁷	1%
Miscellaneous Expenses ⁸	9%
Total Controllable Expense	61%
Net Controllable Income⁹	39%
Royalty ¹⁰	6.50%
Net Controllable Income Less Royalty¹¹	32.50% / \$465,111

The following table includes some key factors for the Plant Stores Not Servicing Outlets open at least one year and the Plant Stores Not Servicing Outlets open at least three years during the Covered Period:

KEY FACTORS	PLANT STORES NOT SERVICING OUTLETS OPENED OVER 1 YEAR
Range Of Annual Gross Sales	\$560,352 - \$2,488,218
Median Annual Gross Sales	\$1,462,183
#/% Of Outlets Exceeding Average Annual Gross Sales	6/50%
Range Of Annual Net Sales	\$521,606 - \$2,405,372
Median Annual Net Sales	\$1,377,569
#/% Of Outlets Exceeding Average Annual Net Sales	5/42%
#/% Of Outlets with Total Controllable Expenses That Were Less Than and Net Controllable Income That Exceeded the Averages for The Covered Period	6/50%

3. SALES AND CERTAIN EXPENSES OF FRANCHISED DROP STORES OPEN AT LEAST ONE YEAR AND AT LEAST THREE YEARS AS OF JUNE 30, 2025

The following tables reflect the average sales, certain expenses, and net controllable income for the Covered Period for: (1) 32 franchised Drop Stores that were open and operating for over one year as of June 30, 2025; and (2) 27 franchised Drop Stores that were open and operating for over three years as of June 30, 2025. The franchised Drop Stores use the prototypical business format and operating procedures for a Drop Store that we describe in this FDD. The franchised Drop Stores operate in suburban locations within greater metropolitan areas of U.S. cities. The 32 franchised Drop Stores open for more than one year had been in operation for an average of 6 years and 2 months and the 27 franchised Drop Stores that were open and operating for over three years had been in operation for an average of six years 10 months.

The following tables exclude the performance of: (1) 4 franchised Drop Stores that had not operated for a full year as of June 30, 2025; (2) 72 franchised Drop Stores that converted to Tide Cleaners beginning in June 2018; (4) four franchised Drop Stores that do not record financials on an outlet-by-outlet basis; (4) three franchised Drop Stores that previously changed ownership and ongoing format as part of a conversion beginning in June 2018; (5) One franchised Drop Store that did not report full year financials; and (6) 15 Drop Stores that operate either under our limited service neighborhood drop format and/or that only have Lockers or kiosk.

	DROP STORES OPENED OVER 1 YEAR	DROP STORES OPENED OVER 3 YEARS
Gross Sales¹	\$612,757	\$676,487
Discounts ²	(\$41,728)	(\$42,700)
Net Sales²	\$571,029	\$633,786
Expenses		
Labor Cost and Taxes ⁴	24%	21%
Marketing ⁵	4%	4%
Utilities ⁶	3%	2%
Miscellaneous Expenses ⁸	11%	11%
Total Controllable Expense	42%	38%
Net Controllable Income⁹	58%	62%
Royalty ¹⁰	6.5%	6.5%
Net Controllable Income Less Royalty	51.5%/\$294,080	55.5%/\$351,751

The following table includes some key factors for the franchised Drop Stores opened over one year:

Key Factors	Drop Stores Opened Over 1 Year	Drop Stores Opened Over 3 Years
Range Of Annual Gross Sales	\$134,477 - \$2,002,145	\$289,553 - \$2,002,145
Median Annual Gross Sales	\$547,886	\$547,886
#/% Of Covered Outlets Exceeding Average Gross Sales	14/44%	12/38%
Range Of Annual Net Sales	\$117,234 - \$1,884,458	\$250,450 - \$1,884,458
Median Annual Net Sales	\$512,961	\$512,961

Key Factors	Drop Stores Opened Over 1 Year	Drop Stores Opened Over 3 Years
#/% Of Covered Outlets Exceeding Average Annual Net Sales	14/44%	11/34%
#/% Of Covered Outlets with Total Controllable Expenses That Were Less Than, And Net Controllable Income That Exceeded The Averages for The Covered Period	17/53%	15/56%

4. SALES OF FRANCHISED CONVERSION STORES OPEN FROM JULY 1, 2024 THROUGH JUNE 30, 2025

The following tables reflect the average sales of 56 franchised Tide Cleaners Outlets that converted to Tide Cleaners (“Conversion Stores”) that were open and operating over one year as of June 30, 2025. The 56 Conversion Stores operate in suburban locations within greater metropolitan areas of U.S. cities. The tables consist of five Plant Stores and 51 Drop Stores. The following tables exclude the performance of: (1) 32 Conversion Stores that operate and record financials on a consolidated and not on an Outlet-by-Outlet basis; (2) seven Conversion Stores that had not operated for a full year as of June 30, 2025; and (3) four Conversion Stores that operate as Central Plant Stores that do not record sales and only process clothes.

	CONVERSION PLANT STORES	CONVERSION DROP STORES
Average Annual Gross Sales	\$1,185,028	\$499,231
Discounts	(\$73,236)	(\$31,049)
Average Annual Net Sales	\$1,111,792	\$468,182
Median Annual Gross Sales	\$1,328,410	\$453,610
Range Of Annual Gross Sales	\$537,854 - \$1,998,850	\$106,695 - \$1,219,908
#/% Of Covered Outlets Exceeding Average Gross Sales	3/60%	20/39%
Median Annual Net Sales	\$1,207,185	\$425,106
Range Of Annual Net Sales	\$528,387-\$1,838,082	\$93,888 – \$1,155,884
#/% Of Outlets Exceeding Average Annual Net Sales	3/60%	21/41%

5. SALES AND NET CONTROLLABLE INCOME OF FRANCHISED PLANT STORES NOT SERVICING OUTLETS OPEN AT LEAST ONE YEAR FOR FISCAL YEARS ENDING JUNE 30 OF 2019 TO 2025

The following table reflects the average sales of Franchised Plant Stores Not Servicing Outlets that were open and operating for over one year as of June 30 of each of our last 7 fiscal years.

Year	Average Annual Gross Sales	Range of Annual Gross Sales	Median Annual Gross Sales	Number of Outlets Included	# / % of Outlets that Exceeded the Average	Net Controllable Income Less Royalty	#/% Of Covered Outlets with Net Controllable Income That Exceeded The Averages
July 1, 2024 – June 30, 2025	\$1,507,163	\$560,352 - \$2,488,218	\$1,462,183	12	6/50%	32.5% / \$465,111	6/50%
July 1, 2023 – June 30, 2024	\$1,386,840	\$510,278 - \$2,246,814	\$1,434,477	16	9/56%	30.50% / \$399,791	7/44%
July 1, 2022 – June 30, 2023	\$1,287,592	\$420,514 - \$2,283,752	\$1,375,496	17	10/59%	30.50% / \$368,892	8/47%
July 1, 2021 – June 30, 2022	\$1,183,962	\$349,867 - \$2,172,238	\$1,206,208	17	9 / 53%	31.50% / \$349,293	8/47%
July 1, 2020 – June 30, 2021	\$883,456	\$276,073 - \$1,680,102	\$884,828	16	8 / 50%	27.50% / \$222,047	8/50%
July 1, 2019 – June 30, 2020	\$1,100,436	\$386,738- \$1,743,099	\$1,113,058	16	9 / 56%	28.50% / \$287,568	9/56%
July 1, 2018 – June 30, 2019	\$1,103,007	\$378,646 - \$1,992,624	\$1,136,424	21	12 / 57%	21.5% / \$214,662	12/57%

The data presented in the table above excludes the following Franchised Plant Stores Not Servicing Outlets each year:

- a. July 1, 2024 to June 30, 2025: 2 franchised Plant Store Not Servicing Outlets that had not operated for a full year as of June 30, 2025
- b. July 1, 2023 to June 30, 2024: 1 franchised Plant Store Not Servicing Outlets that had not operated for a full year as of June 30, 2024.
- c. July 1, 2022 to June 30, 2023: 1 franchised Plant Store Not Servicing Outlets that had not operated for a full year as of June 30, 2023.
- d. July 1, 2021 to June 30, 2022: No franchised Plant Store Not Servicing Outlets were excluded.
- e. July 1, 2020 to June 30, 2021: 1 Franchised Plant Store Not Servicing Outlets that had not operated for a full year as of June 30, 2021.
- f. July 1, 2019 to June 30, 2020: 4 Franchised Plant Stores Not Servicing Outlets that had not operated for a full year as of June 30, 2020.
- g. July 1, 2018 to June 30, 2019: 2 Franchised Plant Stores Not Servicing Outlets that had not operated for a full year as of June 30, 2019; and 4 Franchised Plant Stores Not Servicing Outlets that changed in format and/or ownership.

6. SALES AND NET CONTROLLABLE INCOME OF FRANCHISED DROP STORES OPEN AT LEAST ONE YEAR FOR FISCAL YEARS ENDING JUNE 30 OF 2019 TO 2025

The following table reflects the average sales of franchised Drop Stores that were open and operating for over one year as of June 30 of each of the last six fiscal years.

Year	Average Annual Gross Sales	Range of Annual Gross Sales	Median Annual Gross Sales	Number of Outlets Included	# / % of Outlets that Exceeded the Average	Net Controllable Income Less Royalty	#/% Of Covered Outlets with Net Controllable Income That Exceeded The Averages
July 1, 2024 – June 30, 2025	\$608,733	\$134,477 - \$2,002,145	\$547,886	32	15/45%	49.5% / \$280,514	17/52%
July 1, 2023 – June 30, 2024	\$574,361	\$105,360 - \$1,914,186	\$468,785	28	12/43%	49.5% / \$261,649	16/57%
July 1, 2022 – June 30, 2023	\$562,194	\$97,421 - \$1,865,574	\$481,095	25	10/40%	49.5% / \$256,497	13/52%
July 1, 2021 – June 30, 2022	\$442,895	\$79,047 - \$1,646,759	\$367,407	27	11 / 41%	46.5% / \$187,222	17/63%
July 1, 2020 – June 30, 2021	\$351,486	\$115,174 - \$1,156,501	\$315,491	22	8 / 36%	40.5% / \$124,880	12/55%
July 1, 2019 – June 30, 2020	\$421,680	\$292,214 - \$639,095	\$385,259	14	5/ 36%	52.5% / 195,895	7/50%
July 1, 2018 – June 30, 2019	\$473,893	\$272,989 - \$706,631	\$435,620	10	5 / 50%	47.5% / \$196,643	6/60%

The data presented in the table above excludes the following Drop Stores each year:

- (a) July 1, 2024 to June 30, 2025: 33 franchised Drop Stores that were open and operating for over one year as of June 30, 2025; and 28 franchised Drop Stores that were open and operating for over three years as of June 30, 2025. The franchised Drop Stores use the prototypical business format and operating procedures for a Drop Store that we describe in this FDD.
- (b) July 1, 2023 to June 30, 2024: 12 franchised Drop Stores that had not operated for a full year as of June 30, 2024; 68 franchised Drop Stores that converted to Tide Cleaners beginning in June 2018; three franchised Drop Stores that do not record financials on an outlet-by-outlet basis; three franchised Drop Stores that previously changed ownership and ongoing format as part of a conversion beginning in June 2018; one franchised Drop Store that changed ownership mid-year and did not report full year financials; and 10 Drop Stores that operate either under our limited service neighborhood drop format and/or that only have Lockers.
- (c) July 1, 2022 to June 30, 2023: 11 franchised Drop Stores that had not operated for a full year as of June 30, 2024; 64 franchised Drop Stores that converted to Tide Cleaners beginning in June 2018; three franchised Drop Stores that do not record financials on an outlet-by-outlet basis; two franchised Drop Stores that previously changed ownership and ongoing format as part of a conversion beginning in June 2018; and 10 Drop Stores that operate either under our limited service neighborhood drop format and/or that only have Lockers.
- (d) July 1, 2021 to June 30, 2022: 10 franchised Drop Stores that had not operated for a full year as of June 30, 2022; 64 franchised Drop Stores that converted to Tide Cleaners beginning in June 2018; two franchised Drop Stores that do not record financials on an outlet-by-outlet basis; three franchised Drop Stores that previously changed ownership and ongoing format as part of a conversion beginning in June 2018; and six Drop Stores that operate either under our limited service neighborhood drop format and/or that only have Lockers.

- (e) July 1, 2020 to June 30, 2021: 12 franchised Drop Stores that had not operated for a full year as of June 30, 2021; 64 franchised Drop Stores that converted to Tide Cleaners beginning in June 2018; three franchised Drop Stores that previously changed ownership and ongoing format as part of a conversion beginning in June 2018; and one franchised Drop Store that changed ownership during the fiscal year.
- (f) July 1, 2019 to June 30, 2020: 8 Drop Stores that had not operated for a full year as of June 30, 2020; 6 Drop Stores that changed in format and/or ownership; 58 franchised Drop Stores that converted to Tide Cleaners beginning in June 2018; and one franchised Outlet that does not fit in any of the above exclusions nor does it meet criteria for a Drop Store.
- (g) July 1, 2018 to June 30, 2019: 4 Drop Stores that had not operated for a full year as of June 30, 2019; 4 Drop Stores that changed in format and/or ownership; 43 franchised Drop Stores that converted to Tide Cleaners beginning in June 2018; and 1 franchised Outlet that does not fit in any of the above exclusions nor does it meet criteria for a Drop Store.

Notes to All Financial Performance Representations

1. **Gross Sales** means all revenue from all sales made from the Outlet's point-of-sale system and all other revenue that was derived from operating the Outlet, including all amounts that were 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 excluding all federal, state, or municipal sales, use, or service taxes collected from customers and paid to the appropriate taxing authority.
2. **Net Sales** means Gross Sales that have been reduced by the amount of any documented refunds, credits, coupons, manager-authorized and/or customer loyalty program discounts, allowances, and chargebacks the Outlet in good faith gives to customers ("**Discounts**"). The average monthly Discount rate reflects the average Discounts, reflected as a percentage of the average Gross Sales for the Outlets. The #/% of Outlets Exceeding Average reflect the number and percentage of Outlets whose monthly Discount rate was lower than the average listed in the table.
3. **Cost of Sales** represents the costs for detergents, hangers, bags, and other supplies used to dry clean and launder garments. The Costs of Sales vary primarily based on the mix and volume of garments that the Plant Store processes. There are no "Cost of Sales" reported for the Drop Stores because the associated Servicing Plant Store dry cleans and launders the garments that customers bring to the Drop Stores, and we are unable to separate any Cost of Sales related to these garments from the Cost of Sales associated with garments from customers at the Servicing Plant Store.
4. **Labor Cost and Taxes** represents the salary or wages, benefits (if any), and payroll and other taxes for employees at the Outlets. Salary and wage rates might vary from market to market, and you alone will determine the terms and conditions of employment for your Outlet's employees and the Outlet's staffing decisions. Franchisees (or their owners) might serve as the general manager and/or assistant manager for their Outlets, 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 Outlets. This item also does not include other employment-related expenses, such as payroll processing fees and employee uniforms, which are covered as Miscellaneous Expenses.

Labor Cost and Taxes for Drop Stores only include salary or wages, benefits (if any), and payroll and other taxes for customer service representatives employed on site at the Drop Stores and do not include salary or wages, benefits (if any), and payroll and other taxes for employees that process and produce the Drop Stores' garments at the associated Servicing Plant Store.

5. “Marketing” represents the amounts that the Outlets spent on advertising, marketing and promotional activities and includes each Outlet’s contributions to the Advertising and Development Fund. You may need to spend more than the amounts listed in the table on marketing, particularly if your Outlet is in an area where there are fewer Tide Cleaners Outlets operating and the brand recognition is lower.

6. “Utilities” represents the costs for electric, gas, sewer, water, telephone/DSL connectivity and other utilities associated with each Outlet. Utility costs can vary widely from market to market. “Utilities” for Drop Stores do not include any utility costs incurred in processing and producing the Drop Store’s garments, which occurs off-site at the associated Servicing Plant Store.

7. “Repairs and Maintenance” represents amounts for repairs, maintenance and replacement parts on the Outlets’ equipment. The amount you will spend on repairs and maintenance for your Outlet will depend primarily on the type of equipment your Outlet has, the age and condition of the equipment, and the degree to which you maintain it on a regular basis. This figure does not include any costs to obtain the equipment, such as initial or ongoing payments for any leased equipment. “Repairs and Maintenance” for Drop Stores only includes the amount of repairs, maintenance, and replacement parts for more limited Drop Equipment (e.g., conveyors and touch boards).

8. “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, building and facility repairs and maintenance, and cash over/short.

9. “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 Outlets or that you will incur in operating your Outlet. 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 an Outlet, 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.

10. “Royalty” represents the Royalty Fee, calculated as 6.5% percent of Net Sales.

11. “Net Controllable Income” for Drop Stores does not include costs and expenses related to processing and producing the garments that customers bring to the Drop Store, including labor, supplies, and utilities used in the production of the garments. In addition to the other costs and expenses described in Note 8 above as not being factored into Net Controllable Income, if you develop a Drop Store, you will need to consider these production costs when planning for your Drop Store’s (and associated Plant Store’s) operations.

12. As of June 30, 2025, there were 246 Tide Cleaners Outlets operating in the United States. This financial performance representation excludes the performance during the Covered Period of: (1) 53 Virtual Stores; (2) 32 Conversion Stores that operate and record financials on a consolidated and not on an Outlet-by-Outlet basis; (3) 12 new franchised Tide Cleaners Outlets that had not operated for a full year as of June 30, 2025; (3) 15 Drop Stores that operate either under our limited service neighborhood drop format and/or that only have Lockers or kiosk; (4) and six franchised Tide Cleaners Outlets that operate as Central Plant Stores that do not record sales and only process clothes .

13. We calculated the figures in these financial performance representations using information from the financial reports of the included Outlets, which our franchisees provided.

14. Written substantiation for these financial performance representations will be made available to the prospective franchisee upon reasonable request.

15. The Tide Cleaners Outlets presented have operated for at least a full year.

16. The financial performance representation figures do not reflect all the costs of sales, operating expenses, or other costs or expenses that must be deducted from the gross revenue or gross sales figures to obtain your net income or profit. You should conduct an independent investigation of the sales, costs and expenses you are likely to experience in operating a Tide Cleaners Outlet. Franchisees or former franchisees, listed in this disclosure document, may be one source of this information.

17. **Some Tide Cleaners Outlets 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 financial performance representations. We also do not authorize our employees or representatives to make any other 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	214	223	+9
	2024	223	246	+23
	2025	246	256	+10
Company-Owned	2023	13	9*	-4
	2024	9*	0	-9
	2025	0	0	0
Total Outlets	2023	227	232	+5
	2024	232	246	+14
	2025	246	256	+10

*As of June 30 of each year.