

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 that 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.

In this Item, we present historical information for franchised THE CLEANING AUTHORITY Territories for the 2025 fiscal year. The explanatory notes following the tables are an important part of the information presented. The data in this Item from the period prior to May 14, 2021 was collected by our predecessor.

TABLE 1
TERRITORIES OPERATING FROM DECEMBER 31, 2024 TO DECEMBER 31, 2025

As of the end of fiscal year 2025, there were 241 Territories operating. Table 1 provides information for the 212 Enterprise Market Territories (the “**Reporting Territories**”) that were operating for the entire 2025 fiscal year. We excluded 20 Hometown Market Territories, 13 Territories that opened during the fiscal year, and 5 Territories that closed during the fiscal year (none of which had been open for less than 12 months). Table 1 presents information based upon the top, middle and lower performing Reporting Territories. The top, middle, and lower performing Reporting Territories were determined by comparing the actual Gross Revenue during 2025. The data reported in Table 1 is based on information submitted to us by Reporting Territories through our proprietary software, TCA IQ, in the 2025 fiscal year.

[Table appears on following page]

ENTERPRISE MARKET TERRITORIES			
2025	Top Third Reporting Territories by Gross Revenue ⁽¹⁾	Middle Third Reporting Territories by Gross Revenue ⁽¹⁾	Lower Third Reporting Territories by Gross Revenue ⁽¹⁾
Total Number of Reporting Territories	71	70	71
Total Actual Gross Revenue ⁽²⁾	\$176,566,611	\$89,983,369	\$44,668,312
Average Gross Revenue	\$2,486,854	\$1,285,477	\$629,131
Number Above Average	30	36	42
Percentage Above Average	42%	51%	59%
Median Gross Revenue	\$2,280,201	\$1,289,775	\$680,466
Total Customers	49,331	27,283	13,714
Average Price Per Clean ⁽³⁾	\$178.56	\$168.50	\$171.21
Total Number of Cleans	988,819	534,019	260,900
Average Cost of Goods Sold ⁽⁴⁾	61%	61%	63%
Average Weekly Customer Loss ⁽⁵⁾	0.71%	0.80%	1.05%
Total Recurring Leads ⁽⁶⁾	55,074	35,479	27,209
Total Recurring Estimate Leads ⁽⁷⁾	22,755	14,851	11,523
Total One-Time-Only Leads ⁽⁸⁾	50,896	33,871	25,519
One-Time-Only Revenue as Percentage of Total Gross Revenue ⁽⁹⁾	1%	2%	4%
Percentage of Recurring Leads Resulting in Appointments ⁽¹⁰⁾	41%	42%	42%
Total Recurring Sales ⁽¹¹⁾	23,580	13,888	10,607
Estimated Total Number of Employees	3,196	1,797	988

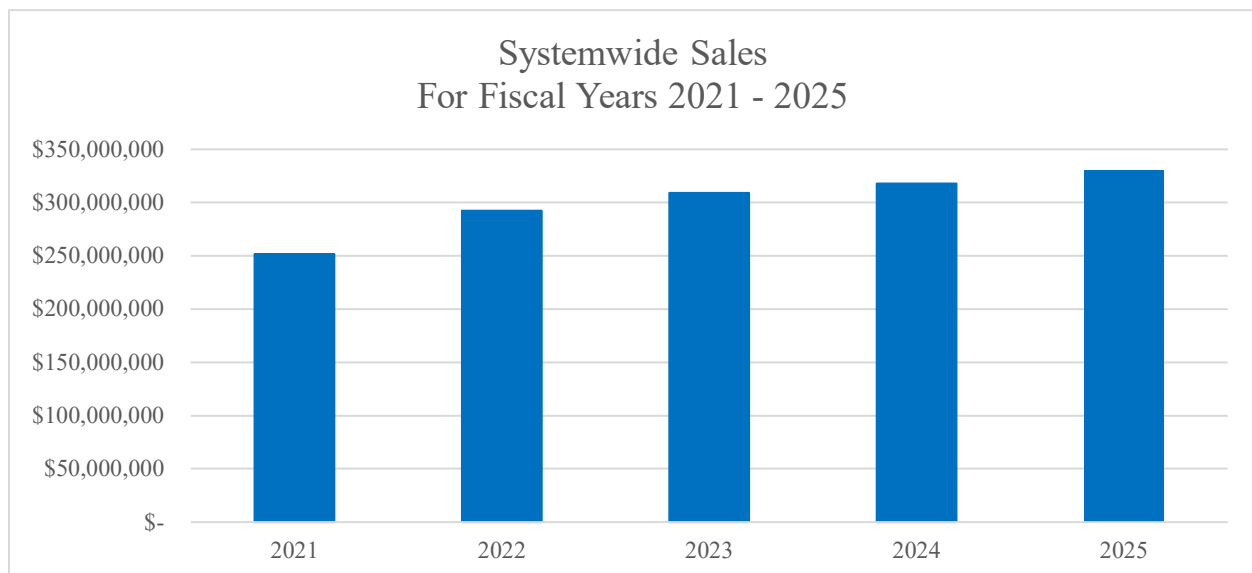
Notes:

- (1) The term “**Gross Revenue**” is generally defined in the applicable forms of franchise agreement as all revenue from the sale of products and services and all other income of every kind related to the Franchised Business, whether for cash, credit, trade, barter or other value and regardless of collection in the case of credit and even if you have contracted with third parties to provide certain of the services, less any bona fide refunds given to customers in the ordinary course of business. Gross Revenue also includes amounts billed to insurance or government programs. Further, Gross Revenue includes all revenue related to the sale of any products and the performance of any services (whether or not the products or services are approved by us) that are provided using any portion of the Franchised Business in any manner, including the Marks (such as service vehicles, invoices, and uniforms bearing the Marks), the System, Confidential Information, any of the employees of the Franchised Business, or the telephone number of the Franchised Business. Gross Revenue is not reduced on account of any fees or commissions you pay to third parties who refer customers. The Gross Revenue data for a franchisee may include sales in “open” Territory, that is, territory that had not been awarded to a franchisee.
- (2) The Top Third Reporting Territories had actual Gross Revenue ranging from \$1,650,665 to \$4,995,554; the Middle Third Reporting Territories had actual Gross Revenue ranging from \$955,302 to \$1,636,987; and the Lower Third Reporting Territories had actual Gross Revenue ranging from \$105,551 to \$953,652. The actual Gross Revenue of all Reporting Territories ranged from \$105,551 to \$4,995,554.
- (3) Average Price per Clean is computed by dividing Total Actual Gross Revenue for the group by the Total Number of Cleans for the group. Of the 71 Top Third Reporting Territories, 31 (44%) exceeded the Average Price per Clean of \$178.56; of the 70 Middle Third Reporting Territories, 36 (51%) exceeded the Average Price per Clean of \$168.50; of the 71 Lower Third Reporting Territories, 32 (45%) exceeded the Average Price per Clean of \$171.21.
- (4) Average Cost of Goods Sold is the sum of the total COGS for all Reporting Territories in the group divided by the Total Actual Gross Revenue in the group. Of the 71 Top Third Reporting Territories, 34 (48%) exceeded the Average Cost of Goods Sold of 61%; of the 70 Middle Third Reporting Territories, 32 (46%) exceeded the Average Cost of Goods Sold of 61%; of the 71 Lower Third Reporting Territories, 39 (55%) exceeded the Average Cost of Goods Sold of 63%. COGS generally includes expenses for direct labor (but not management salaries or owner draws because these amounts are part of overhead expenses), payroll taxes, workers’ compensation and general liability insurance, cleaning supplies, mileage, and Royalty Fees payable to us from the Franchised Businesses. COGS do not include overhead expenses such as advertising and Local Marketing Fees, rent expense (approximately \$1,200 to \$2,000 per month), telephone expenses including mobile phone and internet (approximately \$250 to \$350 per month), manager salaries or owner draws, employee advertising (approximately \$300 to \$500 per month), and the like. In addition to the costs disclosed in this Table, you will incur a weekly Local Marketing Fee as disclosed in Items 6, 7, 8, and 11.
- (5) “**Average Weekly Customer Loss**” is defined as the proportion of customers that cancelled a recurring service each week. Of the 71 Top Third Reporting Territories, 39 (55%) exceeded the Average Weekly Customer Loss of 0.71%; of the 70 Middle Third Reporting Territories, 27 (39%) exceeded the Average Weekly Customer Loss of 0.80%; of the 71 Lower Third Reporting Territories, 35 (49%) exceeded the Average Weekly Customer Loss of 1.05%.
- (6) The term “**Leads**” is defined as a customer inquiry for cleaning services. “**Recurring Leads**” is defined as those Leads that inquired for repeated (recurring) cleaning services.

- (7) **“Recurring Estimate Leads”** is defined as a Recurring Lead that results in an estimate for recurring cleaning services.
- (8) **“One-Time-Only Leads”** is defined as a Lead who inquired about a one-time only clean (non-recurring service).
- (9) **“One-Time-Only Revenue”** is defined as Gross Revenue generated from a one-time only cleaning service.
- (10) **“Appointments”** is defined as those Leads that schedule an appointment for either recurring cleaning services or a one-time only clean.
- (11) **“Total Recurring Sales”** is defined as recurring cleaning services that are a result from recurring estimates.

TABLE 2
SYSTEMWIDE SALES GROWTH

Table 2 sets forth the aggregate Gross Revenue (**“Systemwide Sales”**) reported by all THE CLEANING AUTHORITY franchisees whose THE CLEANING AUTHORITY businesses were operational for any part of each calendar year reported (even as little as one month if the franchisee completed initial training in December of their initial year). See Note 1 to Table 1 for the definition of “Gross Revenue.”



* * *

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

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

The financial information we utilized in preparing the preceding financial performance representations was based on information reported to us by franchisees.

Other than the preceding financial performance representation, we do 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 Jordan Wilson, The Cleaning Authority Franchising SPE LLC, 7120 Samuel Morse Drive, Suite 300, Columbia, Maryland 21046 and (410) 740-1900, the Federal Trade Commission, and the appropriate state regulatory agencies.

[Remainder of page intentionally left blank]

ITEM 20
OUTLETS AND FRANCHISEE INFORMATION

TABLE 1
Systemwide Outlet Summary
For Years 2023 to 2025⁽¹⁾⁽²⁾⁽³⁾

Outlet Type	Year	Outlets at the Start of the Year	Outlets at the End of the Year	Net Change
Franchised	2023	218	221	+3
	2024	221	233	+12
	2025	233	241	8
Company-Owned	2023	3	3	0
	2024	3	3	0
	2025	3	3	0
TOTALS	2023	221	224	+3
	2024	224	236	+12
	2025	236	244	+8

Notes to all Item 20 Tables:

- (1) Our fiscal year ends December 31. The figures in the tables are as of our fiscal year end each year.
- (2) The figures are for the number of territories in operation at year-end. Each franchise territory has a separate Franchise Agreement.
- (3) As of December 31, 2024, there were 221 franchisees in operation; the number of territories in operation for each franchisee is shown in Exhibit F. See Table 5 below regarding territories that were not yet in operation under Franchise Agreements that had been signed as of year-end.

[Remainder of page intentionally left blank]