	Provision	Section in Development Agreement	Summary
s.	Modification of the Development Agreement	25	Any modification of the Development Agreement must be in writing and signed by both parties.
t.	Integration/ merger clauses	24	Only the terms of the Development Agreement are binding (subject to state law). Any representations or promises made outside of the Disclosure Document and the Development Agreement may not be enforceable. Notwithstanding the foregoing, nothing in this or any related agreement is intended to disclaim the express representations made in the Franchise Disclosure Document, its exhibits and amendments.
u.	Dispute resolution by arbitration or mediation	13 and 14	You must bring all disputes before our President (or designated representative) prior to bringing a claim before a third party. At our option, all claims or disputes between you and us must be submitted first to non-binding mediation in Charlotte, North Carolina in accordance with the American Arbitration Association's Commercial Mediation Rules then in effect and if mediation is not successful, then by litigation.
v.	Choice of forum	16	All claims not subject to mediation must be brought before a court of general jurisdiction in Charlotte, North Carolina, or the United States District Court presiding over Charlotte, North Carolina. You consent to the personal jurisdiction and venue of these courts (subject to state law).
w.	Choice of law	12	The Development Agreement is governed by the laws of the State of North Carolina (subject to state law).

ITEM 18
PUBLIC FIGURES

We do not use any public figures to promote our franchise.

ITEM 19
FINANCIAL PERFORMANCE REPRESENTATION

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.

During the 12-month period covered by this financial performance representation (the calendar year ended December 31, 2025), there were 27 total LaundroLab outlets in the System, consisting of 25 franchisee-owned LaundroLab Businesses and the two Affiliate-Owned Businesses (CLT-1 and TLR) described in Part 1 below.This Item 19 sets forth financial performance information for (i) two laundromat businesses operated by our affiliates that are substantially similar to the type of business for which we offer franchises in this disclosure document (each, an "Affiliate-Owned Business"), and (ii) 17 franchisee-owned LaundroLab businesses that had been operating under the LaundroLab name for at least 18 full months as of December 31, 2025 (the "18-Month Franchisee Population"). The represented outlets may differ materially from a new franchisee in several respects: (i) the two Affiliate-Owned LaundroLab Businesses are owned and operated by our affiliate, are not subject to the Royalty, Brand Fund Contribution, or other fees payable under the Franchise Agreement, and have the benefit of corporate-shared management, operating, and administrative resources; (ii) each of the 17 franchisee-owned LaundroLab Businesses in the 18-Month Franchisee Population had been in operation for at least 18 months as of December 31, 2025, and accordingly had passed through the initial ramp-up period that a new franchisee will experience; (iii) the represented outlets are concentrated in specific geographic markets, trade areas, and local economies, which may differ materially from your geographic market, trade area demographics, and local competitive environment; (iv) the represented outlets vary in unit size, equipment package, and lease economics from one another and may differ from the unit you open; and (v) certain of the represented outlets may have benefited from earlier-stage system support that may not be available to a new franchisee opening today. The following LaundroLab Businesses operating during all or part of 2025 were excluded from this Item 19: (i) DTW-1, which was excluded because its Franchise Agreement was terminated and the franchised LaundroLab Business closed in October 2025; (ii) CLT-3, DFW-1, DFW-3, and LAS-2, each of which opened in 2025 and had not yet completed 12 months of operations as of December 31, 2025; and (iii) in the original 18-Month Franchisee Population only, GSO-1, GSO-2, HOU-1, HOU-2, PIE-1, and PRO-1, each of which had not yet completed 18 months of operations as of December 31, 2025 (these six franchisee-owned outlets are included in the additional 12+ Month Franchisee Population disclosed below).

During the 12-month period covered by the financial performance representation (the year ended December 31, 2025), there were 27 total LaundroLab outlets in the System: 25 franchised LaundroLab Businesses and 2 Affiliate-Owned LaundroLab Businesses. The financial performance representation reflects the results of the 2 Affiliate-Owned LaundroLab Businesses and 17 franchisee-owned LaundroLab Businesses that had been in operation for at least 18 months as of December 31, 2025.

We measured performance using the 18-Month Franchisee Population because, in our experience, LaundroLab businesses experience steep revenue growth during approximately their first 18 months of operation, after which revenue growth typically stabilizes at a more moderate

rate. We believe measuring stores that have reached this point of relative maturity provides a more meaningful basis for understanding the range of financial performance of LaundroLab businesses operating under stabilized conditions.

All amounts presented in this Item 19 reflect the results of operations for the 12-month period ended December 31, 2025, except as otherwise expressly indicated in the headers of the applicable tables below.

This Item 19 also includes, at the end of this Item, a Pickup and Delivery (PUD) performance exhibit that illustrates the economics of our Store-Managed Logistics operating model, which is the current operating model for our Pickup and Delivery program. The exhibit reflects the pre-launch and post-launch results of three franchisee-owned LaundroLab Businesses that converted to the Store-Managed Logistics model during the first quarter of 2026, with the launch month (Month 0) occurring in January 2026, February 2026, and March 2026, respectively. The identities of these LaundroLab Businesses are presented on an anonymized basis. The National Account Revenue reflected in the exhibit is specific to the markets of the franchisees shown, and is not necessarily available to, and should not be expected by, a new franchisee. The exhibit is intended only to illustrate the change in Pickup and Delivery revenue that may follow conversion to the Store-Managed Logistics model, and is not a representation of the results that any particular franchisee will achieve.

Definitions

As used in this Item 19, the following terms have the meanings set forth below:

"Arcade Games" means revenue derived from coin-operated or ticketed arcade and entertainment equipment located at the LaundroLab business.

"ATM" means revenue derived from automated teller machines located at the LaundroLab business.

"Brand Fund Contribution" means the contribution to our Brand Fund required under the Franchise Agreement. See Items 6 and 11.

"Discounts" means customer discounts, promotions, and price adjustments recognized as a reduction of revenue.

"EBITDA" means earnings before interest, income taxes, depreciation, and amortization. EBITDA is not a measure of financial performance calculated in accordance with U.S. generally accepted accounting principles ("GAAP"), and should not be considered a substitute for net income, operating income, cash flow from operating activities, or other measures of financial performance or liquidity calculated in accordance with GAAP. EBITDA is presented as a supplemental financial measure used internally by us to evaluate operating performance. EBITDA does not reflect (a) the cost of capital or interest expense on any debt used to acquire, build, or operate the business; (b) federal, state, or local income taxes; (c) depreciation or amortization of assets; (d) debt service; (e) owner compensation or distributions; or (f) any start-up, pre-opening, or other non-operating costs. Your EBITDA will differ based on these and other items, and the EBITDA figures presented in this Item 19 are not a measure of cash available for distribution to you or any other purpose.

"EBITDA %" means EBITDA divided by Total Revenue, expressed as a percentage.

"Laundry Equipment Repairs & Maintenance" means costs of repairs, maintenance, and replacement parts for washers, dryers, and other laundry equipment at the LaundroLab business.

"Local Advertising & Marketing" means the minimum local advertising, marketing, and promotional expenditure required under the Franchise Agreement, plus any additional discretionary local advertising, marketing, and promotional expenditures incurred by the business.

"National Account Revenue" means revenue received by the business in connection with the Delivery Account Program, to the extent applicable.

"Non-Controllable" means utilities, taxes, insurance, and similar operating costs not generally within the operator's day-to-day discretionary control.

"Operational Expenses" means miscellaneous operating expenses including credit card processing fees, banking fees, licenses and permits, office supplies, and other similar operating costs not separately categorized.

"Payroll Expenses" means wages, salaries, payroll taxes, workers' compensation insurance, and related payroll-related expenses for store-level employees.

"POS Sales" means revenue from point-of-sale transactions for retail items such as detergent, softener, and other laundry-related consumer goods.

"Rent & TICAM Expense" means rent, taxes, insurance, common area maintenance charges, and other occupancy costs payable under the real estate lease for the business premises.

"Royalty Fee" means the royalty payable to us under the Franchise Agreement. See Items 6 and 11.

"Supplies Expense (COGS)" means the cost of detergents, softeners, dryer sheets, and other laundry supplies and inventory items consumed or sold at the business.

"Technology Investment" means the monthly technology investment contribution payable to us under the Franchise Agreement. See Item 6.

"Total Expenses" means the sum of the expense categories set forth above that are applicable to the presentation.

"Total Revenue" means the sum of all revenue categories set forth above, net of Discounts.

"Utilities" means water, sewer, natural gas, electricity, internet, telephone, and similar utility expenses.

"Vending Machine Revenue" means revenue from vending machines (including retail vending of laundry supplies, snacks, and beverages) located at the LaundroLab business.

"Wash/Dry/Fold" means revenue from attended wash/dry/fold laundry services performed for walk-in customers at the LaundroLab business.

"Washer/Dryer/LaundryPay Revenue" means revenue from coin-, card-, or app-activated self-service washing and drying machines, including revenue processed through our LaundryPay system.

<u>Part 1: Affiliate-Owned Businesses</u>

The two Affiliate-Owned Businesses referenced in this Part 1 are: (a) a laundromat business operated under the "LaundroLab" Mark at 520 Elliot St., Charlotte, NC 28202 ("CLT-1"), which opened in 2022; and (b) a laundromat business operated under the "Laundry Room" trademark ("TLR"), which opened in 2018. Both Affiliate-Owned Businesses are owned and operated by our affiliates and are substantially similar to the type of business for which we offer franchises in this disclosure document. Neither Affiliate-Owned Business is included in the 18-

Month Franchisee Population tables set forth in Part 2 below. The Affiliate-Owned Business operating as "The Laundry Room" (TLR) is included in this financial performance representation because TLR is the most established corporate business of the franchisor's affiliate, and the LaundroLab System was modeled on TLR. The store design, equipment, staffing models, affiliate business partnership, standard operating expense and cost of goods sold assumptions used in franchisee financial modeling, and standard operating practices identified in our Operations Manual are those in place at TLR. For these reasons, we believe TLR provides a reasonable basis for, and is not misleading to include in, this representation, notwithstanding that it operates under a different trademark.

Table 1: Affiliate-Owned Business "TLR" (Calendar Years 2018–2025)

Category	2018	2019	2020	2021	2022	2023	2024	2025
Arcade Games	$8,834	$21,323	$21,219	$20,206	$20,216	$23,828	$20,590	$11,016
ATM	$0	$0	$0	$3,872	$5,000	$3,727	$3,842	$3,447
Discounts	$(11,252)	$(848)	$(2,906)	$(3,213)	$(7,439)	$(4,961)	$(6,257)	$(9,476)
POS Sales	$9,951	$28,020	$7,566	$4,887	$4,510	$9,645	$6,095	$2,896
Vending Machine Revenue	$8,324	$21,838	$42,502	$55,788	$58,646	$44,670	$53,376	$34,094
Wash/Dry/Fold	$3,658	$18,120	$19,050	$43,866	$39,813	$39,408	$51,365	$49,353
Washer/Dryer/LaundryPay Revenue	$167,527	$454,821	$535,054	$641,213	$723,949	$752,341	$781,215	$712,402
National Account Revenue	$0	$0	$0	$0	$577,201	$642,251	$775,290	$756,830
Total Revenue	**$187,043**	**$543,272**	**$622,485**	**$766,619**	**$1,421,897**	**$1,510,910**	**$1,685,516**	**$1,560,562**
Supplies Expense (COGS)	$10,062	$20,156	$20,069	$24,270	$72,094	$83,465	$54,414	$48,218
Operational Expenses	$9,333	$11,474	$22,136	$17,814	$27,598	$27,097	$36,724	$35,044
Non-Controllable	$20,020	$45,648	$46,480	$43,791	$50,486	$60,466	$51,295	$39,647
Laundry Equipment Repairs & Maintenance	$16,727	$23,909	$22,069	$28,714	$46,600	$50,577	$35,217	$29,458
Payroll Expenses	$28,091	$96,248	$98,386	$131,657	$621,801	$661,877	$908,636	$809,020
Utilities	$32,589	$88,013	$95,595	$133,685	$152,455	$150,742	$160,600	$168,588
Local Advertising & Marketing	$4,480	$5,761	$1,937	$823	$434	$1,170	$7,374	$8,700
Technology Investment	$0	$0	$0	$0	$500	$2,804	$3,600	$3,600
Total Expenses (ex Rent & TICAM)	**$121,303**	**$291,210**	**$306,672**	**$380,754**	**$971,969**	**$1,038,198**	**$1,257,860**	**$1,142,275**
EBITDAR	**$65,740**	**$252,062**	**$315,813**	**$385,865**	**$449,928**	**$472,712**	**$427,655**	**$418,287**
EBITDAR %	**35.15%**	**46.40%**	**50.73%**	**50.33%**	**31.64%**	**31.29%**	**25.37%**	**26.80%**

TLR is included in this Item 19 because TLR is our affiliate's most established corporate business and the LaundroLab System was modeled on TLR. The store design, equipment package, staffing models, affiliate business partnership structure, standard operating-expense and cost-of-goods-sold assumptions used in franchisee financial modeling, and standard operating practices identified in our Operations Manual are those in place at TLR.

Note on Table 1: TLR operates under the "Laundry Room" trademark, which is an affiliate trademark rather than the "LaundroLab" Mark. The operating model, equipment, and service offerings of TLR are substantially similar to those of a LaundroLab business. TLR opened in 2018 and its reported results reflect the steep revenue ramp characteristic of the initial years of operation. Total Expenses presented in Table 1 are reported on an "ex-Rent & TICAM" basis (excluding Rent

& TICAM Expense) to normalize for changes in lease structure and ownership over the measurement period. EBITDAR represents earnings before interest, income taxes, depreciation, amortization, and rent (including TICAM), and is presented on the same basis for both Affiliate-Owned Businesses to permit comparison. Royalty Fee and Brand Fund Contribution have not been imputed in Table 1 because TLR has not historically operated under the LaundroLab Mark and does not pay royalties or Brand Fund contributions.

Table 2: Affiliate-Owned Business "CLT-1" (Calendar Years 2022–2025)

Category	2022	2023	2024	2025
Arcade Games	$13,820	$16,394	$10,131	$14,028
ATM	$1,114	$2,061	$1,646	$2,399
Discounts	$(16,362)	$(8,679)	$(9,335)	$(9,105)
POS Sales	$3,823	$3,464	$4,646	$1,993
Vending Machine Revenue	$24,971	$32,903	$24,652	$27,101
Wash/Dry/Fold	$12,688	$22,658	$32,040	$26,318
Washer/Dryer/LaundryPay Revenue	$330,379	$444,026	$480,637	$473,687
National Account Revenue	$177,422	$256,579	$0	$67,916
Total Revenue	**$547,855**	**$769,405**	**$544,418**	**$604,336**
Supplies Expense (COGS)	$26,683	$45,164	$20,655	$23,428
Operational Expenses	$14,873	$12,271	$13,628	$10,064
Non-Controllable	$23,133	$105,239	$19,115	$16,634
Laundry Equipment Repairs & Maintenance	$9,601	$24,115	$25,299	$10,807
Payroll Expenses	$221,317	$274,591	$160,403	$153,550
Utilities	$49,495	$62,973	$61,120	$67,099
Local Advertising & Marketing	$37,666	$6,687	$17,499	$19,691
Technology Investment	$500	$2,750	$3,600	$3,600
Total Expenses (ex Rent & TICAM)	**$383,267**	**$533,790**	**$321,318**	**$304,873**
EBITDAR	**$164,588**	**$235,615**	**$223,099**	**$299,463**
EBITDAR %	**30.04%**	**30.62%**	**40.98%**	**49.55%**

Note on Table 2: CLT-1 is owned by our affiliate and operates under the LaundroLab Mark. Total Expenses presented in Table 2 are reported on an "ex-Rent & TICAM" basis (excluding Rent & TICAM Expense), and EBITDAR is presented on the same basis as in Table 1, to permit comparison of the two Affiliate-Owned Businesses. Royalty Fee and Brand Fund Contribution have been excluded from Table 2 (notwithstanding that, in prior FDDs, intercompany Royalty Fees and Brand Fund Contributions were attributed to CLT-1) so that the comparison between TLR and CLT-1 is presented on a consistent basis. CLT-1 is owned by our affiliate and does not, in fact, pay Royalty Fees or Brand Fund Contributions to us under a Franchise Agreement.

<u>Part 2: 18-Month Franchisee Population (Calendar Year 2025)</u>

The 18-Month Franchisee Population consists of 17 franchisee-owned LaundroLab businesses that had been operating under the LaundroLab name for at least 18 full months as of December 31, 2025. The tables below present, on a per-store average basis, the results of operations of the 18-Month Franchisee Population for the 12-month period ended December 31, 2025. As of December 31, 2025, the 18-Month Franchisee Population included franchisee-owned

LaundroLab businesses located in the following markets: SAT-2, CLT-4, DEN-1, CLT-1, CLT-2, AUS-1, ATL-1, PHX-2, LAS-1, TPA-1, CHS-1, TLR, PHX-1, BTV-1, SAT-1, DTW-2, and HOU-3. The "Top 25%," "Top 50%," and "Bottom 50%" subsets are determined by reference to Total Revenue of each business within the 18-Month Franchisee Population for the measurement period.

Table 3: 18-Month Franchisee Population — All Stores, Top 50%, and Top 25% (Per-Store Averages, Calendar Year 2025)

Category	All 18-Month Stores (n=17)	Top 50% (n=8)	Top 25% (n=4)
POS Sales	$17,886	$18,217	$21,465
Vending Machine Revenue	$20,166	$25,518	$31,424
Wash/Dry/Fold	$53,380	$64,241	$70,566
Washer/Dryer/LaundryPay Revenue	$431,430	$512,362	$590,730
National Account Revenue	$87,484	$179,514	$210,728
Total Revenue	**$604,772**	**$794,488**	**$917,673**
Supplies Expense (COGS)	$20,757	$29,394	$31,536
Operational Expenses	$22,847	$23,401	$29,736
Non-Controllable	$29,688	$33,478	$32,184
Laundry Equipment Repairs & Maintenance	$11,521	$14,642	$12,780
Payroll Expenses	$196,275	$262,831	$317,219
Utilities	$58,040	$74,686	$87,909
Rent & TICAM Expense	$97,068	$108,867	$124,163
Local Advertising & Marketing	$14,657	$17,318	$17,217
Brand Fund Contribution	$5,414	$7,335	$8,911
Royalty Fee	$29,764	$40,125	$47,155
Technology Investment	$3,476	$3,787	$3,899
Total Expenses	**$488,993**	**$614,772**	**$710,961**
EBITDA	**$115,779**	**$179,717**	**$206,712**
EBITDA %	**19.14%**	**22.62%**	**22.53%**

Table 4: 18-Month Franchisee Population — All Stores and Bottom 50% (Per-Store Averages, Calendar Year 2025)

Category	All 18-Month Stores (n=17)	Bottom 50% (n=9)
Arcade Games	$3,894	$1,329
ATM	$1,320	$223
Discounts	$(10,787)	$(7,311)
POS Sales	$17,886	$17,591
Vending Machine Revenue	$20,166	$15,408
Wash/Dry/Fold	$53,380	$43,726
Washer/Dryer/LaundryPay Revenue	$431,430	$359,490
National Account Revenue	$87,484	$5,679
Total Revenue	**$604,772**	**$436,134**

Note on Table 4: Table 4 presents only revenue categories for the Bottom 50% subset. We have not presented itemized expense categories or EBITDA for the Bottom 50% subset. The results in Table 4 are limited to the revenue categories shown for this subset.

Part 3: 12-Month Franchisee Population (Calendar Year 2025)

The 12-Month Franchisee Population consists of the 23 franchisee-owned LaundroLab Businesses that had been operating under the LaundroLab name for at least 12 full months as of December 31, 2025. The 12-Month Franchisee Population includes the 17 franchisee-owned LaundroLab Businesses comprising the 18-Month Franchisee Population in Part 2 above, plus 6 additional franchisee-owned LaundroLab Businesses (GSO-1, GSO-2, HOU-1, HOU-2, PIE-1, and PRO-1) that had been operating between 12 and 18 months as of December 31, 2025 (the "12-to-18 Month Subset"). Table 5 below presents, for the calendar year ended December 31, 2025, the per-store averages for all 23 LaundroLab Businesses in the 12-Month Franchisee Population, and separately for the 12-to-18 Month Subset, in each of the same line-item categories presented for the 18-Month Franchisee Population in Part 2 above.

Table 5: 12-Month Franchisee Population — All Stores and 12-to-18 Month Subset (Per-Store Averages, Calendar Year 2025)

Category	**All 12-Month Stores (n=23)**	**12-to-18 Month Subset (n=6)**
Arcade Games	$2,878	$237
ATM	$1,103	$367
Discounts	$(9,860)	$(11,209)
POS Sales	$14,906	$7,838
Vending Machine Revenue	$17,842	$14,162
Wash/Dry/Fold	$51,562	$42,810
Washer/Dryer/LaundryPay Revenue	$398,385	$343,262
National Account Revenue	$65,946	$7,562
Total Revenue	**$542,763**	**$405,029**
Supplies Expense (COGS)	$18,205	$11,863
Operational Expenses	$20,327	$14,713
Non-Controllable	$27,557	$22,586
Laundry Equipment Repairs & Maintenance	$9,739	$5,591
Payroll Expenses	$172,725	$119,598
Utilities	$57,117	$59,142
Rent & TICAM Expense	$93,737	$88,842
Local Advertising & Marketing	$15,438	$17,019
Brand Fund Contribution	$4,886	$3,797
Royalty Fee	$24,412	$10,876
Technology Investment	$3,287	$2,963
Total Expenses	**$446,870**	**$356,468**
EBITDA	**$95,893**	**$48,561**
EBITDA %	**17.67%**	**11.99%**

Part 4: Pickup and Delivery launch performance

The following table presents the Pickup and Delivery ("PUD") launch performance of the three franchised LaundroLab Businesses that had launched PUD service as of the measurement period, expressed as a simple per-store average. The exhibit covers the launch window beginning three months before each store's PUD launch (Month −3) through three months after launch (Month +3). The figures reflect the historical operating results of those three stores during that window, normalized as described in the notes to the exhibit, including the spreading of an annual insurance premium and an annual marketing charge across twelve months and the restatement of a doubled rent payment to the recurring monthly amount. A substantial portion of the revenue growth shown after launch is attributable to National Account revenue, which depends on a separate arrangement and may not be available to your Business. These are the historical results of specific outlets; they are not a projection or a forecast of the results you should expect, and your individual results will differ.

Table 6: — Pickup and Delivery ("PUD") Launch Performance (3-Store Average)

Category	Month −3	Month −2	Month −1	Month 0 (Launch)	Month +1	Month +2	Month +3
REVENUE							
Washer/Dryer/LaundryPay Revenue	$34,992	$36,182	$36,232	$39,200	$37,775	$38,875	$36,771
Wash/Dry/Fold Revenue	$7,690	$7,420	$6,634	$9,226	$8,318	$9,094	$9,039
POS Sales	$2,464	$3,364	$2,436	$1,636	$1,703	$1,809	$1,888
Vending Machine Revenue	$2,328	$2,352	$2,165	$2,312	$2,495	$2,566	$2,401
National Account Revenue	$8,496	$9,677	$9,457	$11,304	$34,135	$37,437	$45,223
Discounts	($1,679)	($1,854)	($1,712)	($1,991)	($1,874)	($1,857)	($1,881)
Total Revenue	**$54,389**	**$57,232**	**$55,304**	**$61,804**	**$82,610**	**$87,984**	**$93,504**
COST OF GOODS SOLD							
Supplies Expense (COGS)	$1,689	$2,402	$1,550	$2,944	$3,163	$3,095	$2,642
Total Cost of Goods Sold	**$1,689**	**$2,402**	**$1,550**	**$2,944**	**$3,163**	**$3,095**	**$2,642**
OPERATING EXPENSES							
Payroll Expenses	$17,251	$17,148	$16,552	$22,363	$29,632	$33,826	$36,047
Utilities	$3,142	$6,206	$3,834	$3,419	$5,731	$4,764	$4,778
Non-Controllable	$1,434	$1,209	$865	$1,148	$1,511	$1,900	$1,994
Operational Expenses	$3,448	$3,208	$2,163	$2,660	$3,280	$3,792	$3,240
Laundry Equipment Repairs & Maintenance	$1,256	$2,536	$438	$820	$1,496	$287	$583
Rent & TICAM Expense	$9,695	$9,333	$9,243	$9,802	$8,961	$9,937	$9,395
Local Advertising & Marketing	$1,725	$1,863	$1,648	$1,154	$1,696	$1,816	$1,462
Brand Fund Contribution	$525	$486	$585	$623	$754	$874	$853
Royalty Fee	$2,981	$2,755	$3,100	$3,532	$4,526	$5,245	$5,115
Technology Investment	$300	$500	$200	$450	$400	$300	$200
Total Expenses	**$23,997**	**$32,111**	**$31,192**	**$22,121**	**$26,875**	**$29,681**	**$27,503**
EBITDA	**$7,973**	**$3,716**	**$1,664**	**$9,413**	**$16,198**	**$15,560**	**$22,560**
EBITDA %	**14.7%**	**6.5%**	**3.0%**	**15.2%**	**19.6%**	**17.7%**	**24.1%**

Month +3 includes data from all three stores. Store 3's Month +3 (June 2026) was provided via an updated P&L and normalized consistent with the methodology applied to prior months.

Washer/Dryer/LaundryPay Revenue includes Arcade Games revenue. POS Sales includes ATM revenue. National Account Revenue includes Commercial Revenue and tips collected.

All figures are simple averages of three stores' normalized monthly results. Normalizations include: annual insurance premiums spread across 12 months; an annual marketing charge (Store 1, Month −1) spread across 12 months; and a doubled rent payment (Store 2, Month −2) and corresponding $0 (Month 0) each restated to the recurring monthly amount.

EBITDA = Total Revenue – Supplies Expense (COGS) – Total Operating Expenses. Excludes interest, taxes, depreciation, and amortization.

Caution: Results should not be considered as actual or potential sales, costs, income, or profits you will realize. Individual results may differ. There is no assurance you will earn as much.

Table 6A: Pickup and Delivery ("PUD") Launch Performance — Statistical Detail (3-Store High, Low, Median, and Distribution)

The following table presents, for the same three-store Pickup and Delivery launch cohort shown in Table 6 above, the high, the low, and the median for each line item in each period, together with the number and percentage of the three stores that met or exceeded the three-store average.

Category	Metric	Month −3	Month −2	Month −1	Month 0 (Launch)	Month +1	Month +2	Month +3
REVENUE								
Washer/Dryer/LaundryPay Revenue	Average	$34,992	$36,182	$36,232	$39,200	$37,775	$38,875	$36,771
	High	$46,555	$47,025	$50,992	$53,095	$49,842	$54,820	$51,309
	Low	$28,797	$29,767	$28,253	$26,732	$31,520	$29,448	$29,243
	Median	$29,623	$31,754	$29,452	$37,773	$31,963	$32,356	$29,760
	Met/Exceeded Avg	1 of 3 (33%)	1 of 3 (33%)	1 of 3 (33%)	1 of 3 (33%)	1 of 3 (33%)	1 of 3 (33%)	1 of 3 (33%)
Wash/Dry/Fold Revenue	Average	$7,690	$7,420	$6,634	$9,226	$8,318	$9,094	$9,039
	High	$12,733	$12,746	$11,803	$16,548	$14,134	$17,357	$18,457
	Low	$4,247	$3,595	$3,912	$4,282	$4,072	$3,464	$4,295
	Median	$6,090	$5,919	$4,186	$6,849	$6,749	$6,461	$4,364
	Met/Exceeded Avg	1 of 3 (33%)	1 of 3 (33%)	1 of 3 (33%)	1 of 3 (33%)	1 of 3 (33%)	1 of 3 (33%)	1 of 3 (33%)
POS Sales	Average	$2,464	$3,364	$2,436	$1,636	$1,703	$1,809	$1,888
	High	$6,703	$9,404	$6,701	$4,563	$4,849	$5,174	$5,449
	Low	$111	$300	$88	$141	$122	$107	$102
	Median	$577	$387	$520	$204	$138	$146	$114
	Met/Exceeded Avg	1 of 3 (33%)	1 of 3 (33%)	1 of 3 (33%)	1 of 3 (33%)	1 of 3 (33%)	1 of 3 (33%)	1 of 3 (33%)
Vending Machine Revenue	Average	$2,328	$2,352	$2,165	$2,312	$2,495	$2,566	$2,401
	High	$3,538	$3,330	$3,378	$3,433	$3,152	$4,003	$3,512
	Low	$1,482	$1,593	$1,188	$1,196	$2,152	$1,250	$1,363
	Median	$1,965	$2,134	$1,929	$2,307	$2,182	$2,446	$2,328
	Met/Exceeded Avg	1 of 3 (33%)	1 of 3 (33%)	1 of 3 (33%)	1 of 3 (33%)	1 of 3 (33%)	1 of 3 (33%)	1 of 3 (33%)
National Account Revenue	Average	$8,496	$9,677	$9,457	$11,304	$34,135	$37,437	$45,223
	High	$17,276	$17,392	$18,800	$18,982	$62,143	$76,878	$91,789
	Low	$3,209	$5,081	$3,300	$4,778	$6,133	$7,307	$7,003