

Provision	Section in Agreement(1)	Summary(1)
u. Dispute resolution by arbitration or mediation	Section 18; Section 17 of Multiple Unit Franchise Agreement	<p>Franchise Agreement: Except for actions we bring for excluded claims like monies owed, injunctive or extraordinary relief, or indemnification, all disputes first will be subject to internal dispute resolution and then mediation at our then-current corporate headquarters, which is currently Milwaukee, Wisconsin; then (if not resolved) to binding arbitration in Milwaukee, Wisconsin.</p> <p>Multiple Unit Franchise Agreement: Except for actions we bring for excluded claims like monies owed, injunctive or extraordinary relief, or indemnification, all disputes first will be subject to internal dispute resolution and then mediation at our then-current corporate headquarters, which is currently Milwaukee, Wisconsin; then (if not resolved) to binding arbitration in Milwaukee, Wisconsin.</p>
v. Choice of forum	Section 19(D); Section 18(D) of Multiple Unit Franchise Agreement	<p>Franchise Agreement: Litigation not subject to mediation and/or arbitration must be in the city/county and state where our current corporate headquarters is located, currently Waukesha County, Wisconsin (subject to state law).</p> <p>Multiple Unit Franchise Agreement: Litigation not subject to mediation and/or arbitration must be in the city/county and state where our current corporate headquarters is located, currently Waukesha County, Wisconsin (subject to state law).</p>
w. Choice of law	Section 19(E); Section 18(E) of Multiple Unit Franchise Agreement	<p>Franchise Agreement: Governing law will be the law of the state where our current corporate headquarters is located, currently Wisconsin (subject to state law).</p> <p>Multiple Unit Franchise Agreement: Governing law will be the law of the state where our current corporate headquarters is located, currently Wisconsin (subject to state law).</p>

(1) Unless otherwise noted, section references and summaries are to the Franchise Agreement.

## ITEM 18

### PUBLIC FIGURES

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

## 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.

Under Section I below, we have provided merchandise margin and percentage of net revenue in total and by customer type based on franchised-owned Stores. Under Section II below, we have provided an unaudited statement of net revenue by performance for franchised and company-owned Stores. Under Section III below, we have provided unaudited statements of net revenue, expenses, and EBITDA for company-owned Stores. Under Section IV below, we have provided data regarding our sales achievement recipients and qualifying factors. The information below is based on performance during the period from January 1, 2025 through December 31, 2025 (“Fiscal Year”). Information for franchise-owned Stores has been taken from their respective Retail Store Management systems. We have not audited or verified these reports nor have we asked questions of the submitting franchisees to determine whether they are in fact accurate and complete, although we have no information or other reason to believe that they are unreliable. We do not know whether the information was prepared consistent with generally accepted accounting principles.

**I. January 1, 2025 to December 31, 2025 Unaudited Statement Of Average Merchandise Margin, Net Revenue Percentage Increase, And Percentage Of Net Revenue By Customer Type of Franchised Stores**

The following statements are based on information reported by all franchise-owned Stores in operation during the Fiscal Year. There were 490 franchised-owned Stores open as of November 2, 2025 that also have been open at least 308 days from January 1, 2025 through November 2, 2025, are open standard store hours, sell to both retail and commercial customers, and/or have a minimum required amount of staffing/inventory. Of the 490 All Stores, there were 486 franchise-owned Stores that were in operation for 13 full months at the end of the Fiscal Year (the “Same Stores”). The Same Stores do not include 8 new Stores that opened for retail sales from January 1, 2025 through December 31, 2025.

**A. Unaudited Statement of Average Merchandise Margin for Same Stores**

This statement includes information on the average Merchandise Margin percentage for Same Stores for both retail and commercial customers for the Fiscal Year. This statement includes information from Same Stores only (490).

<b>January 1, 2025-December 31, 2025 Same Store Merchandise Margin</b>		
<b>Stores</b>	<b>Merchandise Margin Percentage</b>	<b>Customer Type</b>
490	51.0%	Retail and Commercial

- (1) For purposes of this Item 19, the term “Net Revenue” means all revenues received from the sale of goods and services, whether for cash or by check, credit card or trade, in connection with the Store, less sales tax, discounts and customer refunds and returns.
- (2) For purposes of this statement, the term “Merchandise Margin” is Net Revenue less “product cost.” “Product cost” is the cost of the product only and does not include other cost of goods such as freight, warranty expense or inventory shrinkage. “Merchandise Margin Percentage” is Merchandise Margin divided by Net Revenue multiplied by 100.

**B. Unaudited Statement of Average Merchandise Margin for All Stores**

This statement includes information comparing the total average Merchandise Margin percentage for All Stores retail Net Revenue with the total average Merchandise Margin for All Stores commercial Net Revenue for the Fiscal Year. This statement includes information from All Stores (490).

<b>January 1, 2025-December 31, 2025 All Store Merchandise Margin by Customer Type</b>		
<b>Stores</b>	<b>Merchandise Margin Percentage</b>	<b>Customer Type</b>
490	60%	Retail
490	38%	Commercial

**C. Unaudited Statement of Average Retail and Commercial Percentage of Net Revenue for All Stores**

This statement includes information comparing average retail Net Revenue and commercial Net Revenue as a percentage of total average Net Revenue for All Stores for the Fiscal Year. This statement includes information from All Stores (490).

<b>January 1, 2025-December 31, 2025 All Store Percentage of Net Revenue by Customer Type</b>		
<b>Stores</b>	<b>Percentage of Net Revenue</b>	<b>Customer Type</b>
490	58%	Retail
490	42%	Commercial

**D. Impact of Commercial Net Revenue Percentage and Cross-Selling Activity on Overall Average Net Revenue**

The statement below examines the impact of Commercial Net Revenue and retail cross-selling activity on overall Average Store Net Revenue based on the results of all 490 franchised Same Stores that were in operation for at least 12 full months as of December 31, 2025. The data included below is based on sales activity for the Fiscal Year. The chart shows the Average Net Revenue for the 490 Same Stores based on the percentage of total Store Net Revenue devoted to Commercial Net Revenue. That chart shows Average Net Revenue for those Same Stores with Commercial Net Revenue exceeding 35% of total Net Revenue as well as the Average Net Revenue for those Same Stores with Commercial Net Revenue at or below 35% of total Net Revenue. The chart also shows the Average Net Revenue for the 490 Same Stores based on the Average Add-On Margin per each transaction. Average Add-On Margin is the amount of Merchandise Margin added to a single transaction other than the primary item the customer purchased. Average Add-on Margin per Transaction as well as the Average Net Revenue for those Same Stores with an average of \$1.50 or lower Average Add-on Margin per Transaction.

<u>Store Group</u>	<u>September 1, 2024-August 31, 2025 Median Net Revenue</u>	<u>September 1, 2024-August 31, 2025 Average Net Revenue</u>	<u>Range</u>	<u>September 1, 2024-August 31, 2025 Average Merchandise Margin</u>	<u># of Stores</u>	<u># of Stores Above Average Net Revenue</u>	<u>% of Stores Above Average Net Revenue</u>	<u>Average Store Age as of August 31, 2025</u>
More than 35% of Total Net Revenue is Commercial Sales	\$925,171	\$1,052,912	\$407,996-\$7,352,102	\$506,169	268	102	38.1%	16.5
Less than or equal to 35% of Total Net Revenue is Commercial Sales	\$741,881	\$836,173	\$414,143-\$3,076,869	\$463,365	222	88	39.6%	17.4
More than \$1.50 Average Add on Margin per Transaction	\$951,211	\$1,108,829	\$407,996-\$7,352,102	\$569,623	174	61	35.1%	16.4
Less than or equal to \$1.50 Average Add on Margin per Transaction	\$751,166	\$869,857	\$414,143-\$3,566,005	\$441,158	316	127	40.2%	17.1

**E. Sales Ticket Amount**

The data included below is based on sales activity during the Fiscal Year for the 490 Same Stores. The “Sales Ticket Amount” is the Net Revenue per transaction for items (products) sold in the Store (excluding coupons, core charges, labor charges and related items). The chart below includes the Average and Median Sales Ticket Amount for retail customers, commercial customers and combined retail and commercial customers.

	<u>Retail Sales Ticket Amount</u>	<u>Commercial Sales Ticket Amount</u>	<u>Total Sales Ticket Amount</u>
Average	\$54.40	\$297.98	\$82.58
Median	\$53.60	\$250.89	\$76.46
# (%) Stores at/above the Avg	233 (48%)	138 (28%)	195 (40%)

## F. Commercial Sales Focused Stores

The data included below is based on sales activity during the Fiscal Year for the 490 Same Stores. The first chart shows the Average Net Revenue for the 282 of the 490 Same Stores that were focused on commercial sales (“Commercial Sales Focused Stores”). To qualify as a Commercial Sales Focused Store, a Store must meet all of the following requirements: (1) the Store must employ a full-time employee that is dedicated only to commercial sales; (2) the Store participates in one of the commercial sales assistance programs that we offer; and (3) at least 30% of the Net Revenue of the Store is attributable to commercial services.

The second chart shows the Average Net Revenue for the remaining 208 Stores of the 490 Same Stores that did not meet one or more of the requirements for a Commercial Sales Focused Stores described above.

<b>Table F-2 – Franchised Commercial Sales Focused Stores</b>					
	<b>Top 10%</b>		<b>Top 25%</b>	<b>Top 50%</b>	<b>Top 75%</b>
# of Stores	28		70	141	211
Average Net Revenue	\$2,360,651		\$1,793,046	\$1,424,337	\$1,216,740
Median Net Revenue	\$2,012,819		\$1,572,375	\$1,217,407	\$1,047,885
Highest Net Revenue	\$7,352,102		\$7,352,102	\$7,352,102	\$7,352,102
Lowest Net Revenue	\$1,684,040		\$1,229,337	\$935,549	\$667,588
# (and %) of Stores at / above Average Net Revenue	6 (21%)		24 (34%)	47 (33%)	71 (33%)
	<b>Bottom 10%</b>	<b>Bottom 25%</b>	<b>Bottom 50%</b>	<b>Bottom 75%</b>	<b>All Stores</b>
# of Stores	28	70	141	211	282
Average Net Revenue	\$486,571	\$558,604	\$682,408	\$809,141	\$1,053,373
Median Net Revenue	\$485,664	\$570,483	\$667,588	\$825,484	\$933,315
Highest Net Revenue	\$554,257	\$662,011	\$931,080	\$1,217,407	\$7,352,102
Lowest Net Revenue	\$407,996	\$407,996	\$407,996	\$407,996	\$407,996
# (and %) of Stores at / above Average Net Revenue	14 (50%)	39 (56%)	67 (47%)	112 (53%)	104 (37%)

<b>Table F-2 – Remaining Franchised Same Stores (Not Commercial Sales Focused)</b>					
	<b>Top 10%</b>		<b>Top 25%</b>	<b>Top 50%</b>	<b>Top 75%</b>
# of Stores	20		52	104	156
Average Net Revenue	\$1,657,416		\$1,334,258	\$1,081,528	\$931,955
Median Net Revenue	\$1,447,666		\$1,241,737	\$981,471	\$816,925
Highest Net Revenue	\$3,076,869		\$3,076,869	\$3,076,869	\$3,076,869
Lowest Net Revenue	\$1,319,452		\$990,415	\$711,518	\$572,615
# (and %) of Stores at / above Average Net Revenue	7 (35%)		17 (33%)	41 (39%)	59 (38%)
	<b>Bottom 10%</b>	<b>Bottom 25%</b>	<b>Bottom 50%</b>	<b>Bottom 75%</b>	<b>All Stores</b>
# of Stores	20	52	104	156	208
Average Net Revenue	\$440,952	\$487,980	\$560,393	\$649,862	\$820,961
Median Net Revenue	\$438,916	\$485,044	\$568,782	\$627,908	\$711,163
Highest Net Revenue	\$474,660	\$564,948	\$710,807	\$972,527	\$3,076,869
Lowest Net Revenue	\$414,143	\$414,143	\$414,143	\$414,143	\$414,143
# (and %) of Stores at / above Average Net Revenue	8 (40%)	24(46%)	54 (52%)	70 (45%)	77 (37%)

## **II. Unaudited Statements Of Average Net Revenue for the 2025 Fiscal Year.**

Tables A-1, B-1 and C-1 below includes the Average Net Revenue for the Fiscal Year for all 133 corporate Stores that were in operation for at least 12 full months as of December 31, 2025.

Tables A-2, B-2 and C-2 below includes the Average Net Revenue for the Fiscal Year for the 490 franchised Same Stores that were in operation for at least 12 full months as of December 31, 2025.

Tables A-3, B-3 and C-3 below includes the Average Net Revenue for the Fiscal Year for the combined Stores (490 franchised Same Stores and 133 corporate Stores) that were in operation for at least 12 full months as of December 31, 2025.

The tables in Section A include Average Net Revenue by quartile based on Store performance. The tables in Section B include Average Net Revenue by thirds based on Store performance. The tables in Section C show Average Net Revenue or a subset of all stores by percentages based on Store performance as compared to all stores in the data set.

A. Unaudited Statements Of Average Net Revenue by Quartile

<b>Table A-1 Corporate Stores</b>						
	<u>Number of Corporate Stores</u>	<u>Average Net Revenue</u>	<u>Median Net Revenue</u>	<u>Highest Net Revenue</u>	<u>Lowest Net Revenue</u>	<u>Number and Percentage of Stores Above Average Net Revenue</u>
Top Quartile	33	\$1,647,392	\$1,463,386	\$3,522,307	\$1,203,909	12 (36%)
Second Quartile	33	\$1,055,834	\$1,036,367	\$1,190,202	\$963,944	15 (45%)
Third Quartile	33	\$881,298	\$883,737	\$954,213	\$796,514	18 (55%)
Bottom Quartile	34	\$668,554	\$694,131	\$790,844	\$507,509	20 (59%)
All Corporate Stores	133	\$1,060,302	\$954,213	\$3,522,307	\$507,509	48 (36%)

<b>Table A-2 Franchised Same Stores</b>						
	<u>Number of Franchise Stores</u>	<u>Average Net Revenue</u>	<u>Median Net Revenue</u>	<u>Highest Net Revenue</u>	<u>Lowest Net Revenue</u>	<u>Number and Percentage of Stores Above Average Net Revenue</u>
Top Quartile	122	\$1,614,404	\$1,418,220	\$7,352,102	\$1,125,793	40 (33%)
Second Quartile	123	\$972,577	\$967,308	\$1,123,571	\$834,301	57 (46%)
Third Quartile	123	\$712,840	\$706,111	\$833,020	\$613,718	54(44%)
Bottom Quartile	122	\$520,881	\$524,436	\$610,504	\$407,996	63 (52%)
All Franchised Stores	490	\$833,660	\$833,660	\$7,352,102	\$407,996	187 (38%)

<b>Table A-3 Corporate and Franchised Same Stores</b>						
	<b><u>Number of Stores</u></b>	<b><u>Average Net Revenue</u></b>	<b><u>Median Net Revenue</u></b>	<b><u>Highest Net Revenue</u></b>	<b><u>Lowest Net Revenue</u></b>	<b><u>Number and Percentage of Stores Above Average Net Revenue</u></b>
Top Quartile	155	\$1,622,330	\$1,423,556	\$7,352,102	\$1,145,971	52 (34%)
Second Quartile	156	\$997,576	\$995,963	\$1,143,246	\$875,976	75 (48%)
Third Quartile	156	\$754,022	\$748,294	\$872,724	\$639,505	74 (47%)
Bottom Quartile	156	539,235	\$554,407	\$637,340	\$407,996	85 (55%)
All Corporate and Franchised Stores	623	\$977,257	\$872,724	\$7,352,102	\$407,996	242 (39%)

**B. Unaudited Statements Of Average Net Revenue by Thirds**

<b>Table B-1 Corporate Stores</b>						
	<b><u>Number of Corporate Stores</u></b>	<b><u>Average Net Revenue</u></b>	<b><u>Median Net Revenue</u></b>	<b><u>Highest Net Revenue</u></b>	<b><u>Lowest Net Revenue</u></b>	<b><u>Number and Percentage of Stores Above Average Net Revenue</u></b>
Top Third	44	\$1,517,987	\$1,296,378	\$3,522,307	\$1,089,544	15 (34%)
Middle Third	44	\$964,630	\$959,079	\$1,086,020	\$855,823	20 (45%)
Bottom Third	45	\$706,333	\$715,969	\$854,144	\$507,509	26 (58%)
All Corporate Stores	133	\$1,060,302	\$954,213	\$3,522,307	\$507,509	48 (36%)

<b>Table B-2 Franchised Same Stores</b>						
	<b><u>Number of Franchised Stores</u></b>	<b><u>Average Net Revenue</u></b>	<b><u>Median Net Revenue</u></b>	<b><u>Highest Net Revenue</u></b>	<b><u>Lowest Net Revenue</u></b>	<b><u>Number and Percentage of Stores Above Average Net Revenue</u></b>
Top Third	163	\$1,478,088	\$1,285,722	\$7,352,102	\$1,014,707	50 (30%)
Middle Third	164	\$836,133	\$833,660	\$1,014,285	\$670,374	80 (49%)
Bottom Third	163	\$550,655	\$561,674	\$669,470	\$407,996	90 (55%)
All Franchised Stores	490	\$954,716	\$833,660	\$7,352,102	\$407,996	187 (38%)

<b>Table B-2 Corporate and Franchised Same Stores</b>						
	<u>Number of Stores</u>	<u>Average Net Revenue</u>	<u>Median Net Revenue</u>	<u>Highest Net Revenue</u>	<u>Lowest Net Revenue</u>	<u>Number and Percentage of Stores Above Average Net Revenue</u>
Top Third	207	\$1,487,888	\$1,287,770	\$7,352,102	\$1,033,513	64 (31%)
Middle Third	208	\$872,795	\$874,350	\$1,031,004	\$710,807	104(50%)
Bottom Third	208	\$573,542	\$579,869	\$710,643	\$407,996	113(55%)
All Corporate and Franchised Stores	623	\$977,257	\$872,724	\$7,352,102	\$407,996	242(39%)

**C. Unaudited Statements Of Average Net Revenue by Percentages**

<b>Table C-1 Corporate Stores</b>					
	<u>Top 10%</u>	<u>Top 25%</u>	<u>Top 50%</u>	<u>Top 75%</u>	
# of Stores	13	33	66	99	
Average Net Revenue	\$2,130,083	\$1,647,392	\$1,351,613	\$1,194,842	
Median Net Revenue	\$1,949,909	\$1,463,386	\$1,197,056	\$1,036,367	
Highest Net Revenue	\$3,522,307	\$3,522,307	\$3,522,307	\$3,522,307	
Lowest Net Revenue	\$1,638,069	\$1,203,909	\$963,944	\$796,514	
# (and %) of Corporate Stores at / above Average Net Revenue	4 (31%)	12 (36%)	19 (29%)	33 (33%)	
	<u>Bottom 10%</u>	<u>Bottom 25%</u>	<u>Bottom 50%</u>	<u>Bottom 75%</u>	<u>All Corporate Stores</u>
# of Stores	13	33	66	99	133
Average Net Revenue	\$573,573	\$664,848	\$770,598	\$863,293	\$1,044,609
Median Net Revenue	\$576,376	\$690,051	\$788,499	\$883,632	\$938,246
Highest Net Revenue	\$653,812	\$786,155	\$953,313	\$1,180,945	\$3,511,841
Lowest Net Revenue	\$507,509	\$507,509	\$507,509	\$507,509	\$473,903
# (and %) of Corporate Stores at / above Average Net Revenue	8 (62%)	19 (58%)	36 (55%)	52 (53%)	48 (36%)

<b>Table C-2 Franchised Stores</b>				
	<u>Top 10%</u>	<u>Top 25%</u>	<u>Top 50%</u>	<u>Top 75%</u>
# of Stores	49	122	245	368
Average (Net Revenue)	\$2,103,785	\$1,614,404	\$1,292,180	\$1,098,542

Median (Net Revenue)	\$1,886,367	\$1,418,220	\$1,123,571	\$966,208	
Highest (Net Revenue)	\$7,352,102	\$7,352,102	\$7,352,102	\$7,352,102	
Lowest (Net Revenue)	\$1,497,970	\$1,125,793	\$834,301	\$613,718	
# (%) Franchised Stores at / above Average Net Revenue	15 (31%)	40 (33%)	79 (32%)	136 (37%)	
	<b><u>Bottom 10%</u></b>	<b><u>Bottom 25%</u></b>	<b><u>Bottom 50%</u></b>	<b><u>Bottom 75%</u></b>	<b><u>All Stores</u></b>
# of Stores	49	122	245	368	490
Average (Net Revenue)	\$459,483	\$520,881	\$617,252	\$736,016	\$954,716
Median (Net Revenue)	\$463,632	\$524,436	\$524,436	\$706,172	\$833,660
Highest (Net Revenue)	\$501,961	\$610,504	\$833,020	\$1,123,571	\$7,352,102
Lowest (Net Revenue)	\$407,996	\$407,996	\$407,996	\$407,996	\$407,996
# (%) Franchised Stores at / above Average Net Revenue	27 (55%)	53 (52%)	120 (49%)	170 (46%)	187 (38%)

<b>Table C-3 Corporate and Franchised Stores</b>					
	<b><u>Top 10%</u></b>	<b><u>Top 25%</u></b>	<b><u>Top 50%</u></b>	<b><u>Top 75%</u></b>	
# of Stores	62	155	311	473	
Average (Net Revenue)	\$2,111,304	\$1,622,330	\$1,308,949	\$1,117,381	
Median (Net Revenue)	\$1,923,513	\$1,423,556	\$1,143,246	\$994,087	
Highest (Net Revenue)	\$7,352,102	\$7,352,102	\$7,352,102	\$7,352,102	
Lowest (Net Revenue)	\$1,512,309	\$1,145,971	\$875,976	\$631,111	
# (%) Corporate and Franchised Stores at / above Average Net Revenue	19 (31%)	52 (34%)	98 (32%)	166 (35%)	
	<b><u>Bottom 10%</u></b>	<b><u>Bottom 25%</u></b>	<b><u>Bottom 50%</u></b>	<b><u>Bottom 75%</u></b>	<b><u>All Stores</u></b>
# of Stores	62	155	311	467	623
Average (Net Revenue)	\$470,253	\$538,602	\$645,901	\$762,798	\$977,257
Median (Net Revenue)	\$474,728	\$554,257	\$637,340	\$747,067	\$872,724
Highest (Net Revenue)	\$523,213	\$636,950	\$870,343	\$1,131,156	\$7,352,102
Lowest (Net Revenue)	\$407,996	\$407,996	\$407,996	\$407,996	\$407,996
# (%) Corporate and Franchised Stores at / above Average Net Revenue	34 (55%)	85 (54%)	152 (49%)	225 (48%)	243 (39%)