

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.

A. Gross Revenues and Key Performance Indicators

Part A of this financial performance representation includes the historical average and median Gross Revenues and certain key performance indicators for 549 franchised Meineke Centers that operated from December 31, 2023 through December 28, 2024 (the “2024 Fiscal Year”) and that met the following criteria: (i) the Meineke Center had operated for at least 2 full years as of the end of the 2024 Fiscal Year; (ii) the Meineke Center operated with at least 5 repair bays; and (iii) the Meineke Center reported Gross Revenues and KPI data to us for the full 2024 Fiscal Year. As of the end of the 2024 Fiscal Year, there were a total of 716 Meineke Centers in operation. However, the performance of 51 Meineke Centers is not included below because they had not been open and operating for at least 2 full years as of the end of the 2024 Fiscal Year. We also excluded the performance of 116 Meineke Centers because they operate with fewer than 5 repair bays and therefore do not use the prototypical business format and operating procedures for a Meineke Center that form the basis of the franchise opportunity that we offer in this disclosure document. These 167 excluded Meineke Centers averaged 4.4 repair bays (for those Meineke Centers for which bay data was available) and had average Gross Revenues of \$711,077, median Gross Revenues of \$643,588, lowest Gross Revenues of \$19,478, and highest Gross Revenues of \$2,290,946 for the 2024 Fiscal Year. Of these 167 Meineke Centers, 67 Meineke Centers (40%) met or exceeded the average Gross Revenues of these 167 Meineke Centers. Also excluded are 22 Meineke Centers that closed during the 2024 Fiscal Year (none of which operated for less than 12 months). “Gross Revenues” means all revenue from a franchised Meineke Center location. Gross Revenues does not include sales tax, credit card fees, and check guaranty fees.

We separated the 549 Meineke Centers into the top performing 50% and bottom performing 50% based on average Gross Revenues, with the top performing 50% reflecting the results of those Meineke Centers with the highest average Gross Revenues for the 2024 Fiscal Year, and the bottom performing 50% reflecting the results of those Meineke Centers with the lowest average Gross Revenues for the 2024 Fiscal Year. The Meineke Centers in this financial performance

representation operate throughout the United States in both urban and suburban areas and have operated for an average of 21.6 years.

| | Top 50% | Bottom 50% | Median for All Meineke Centers | Average for All Meineke Centers | # / % Met/Exceeded Average |
|------------------------|-------------|------------|--------------------------------|---------------------------------|----------------------------|
| # of Meineke Centers | 274 | 275 | 549 | 549 | |
| Gross Revenues | \$1,297,015 | \$646,613 | \$913,607 | \$971,221 | 239 / 44% |
| Call Lead Conversion % | 34.5% | 28.1% | 31.4% | 31.3% | 278 / 51% |
| Call Success % | 90.4% | 88.0% | 90.7% | 89.2% | 335 / 61% |
| Avg Google Rating | 4.50 | 4.47 | 4.55 | 4.48 | 317 / 58% |

| | Top 50% | Bottom 50% |
|------------------------------|-------------|------------|
| Lowest Gross Revenues | \$914,699 | \$155,747 |
| Highest Gross Revenues | \$3,706,322 | \$913,607 |
| Median Gross Revenues | \$1,178,295 | \$668,485 |
| # / % Met / Exceeded Average | 107 / 39% | 149 / 54% |

There were 24 Meineke Centers that were open for more than 1 full year and less than 2 full years as of the end of the 2024 Fiscal Year and reported Gross Revenues and KPI data to us for the full 2024 Fiscal Year. These Meineke Centers had average Gross Revenues of \$751,555, median Gross Revenues of \$655,442, lowest Gross Revenues of \$164,848, and highest Gross Revenues of \$1,450,746 for the 2024 Fiscal Year. Of these 24 Meineke Centers, 10 Meineke Centers (42%) met or exceeded the average Gross Revenues of these 24 Meineke Centers.

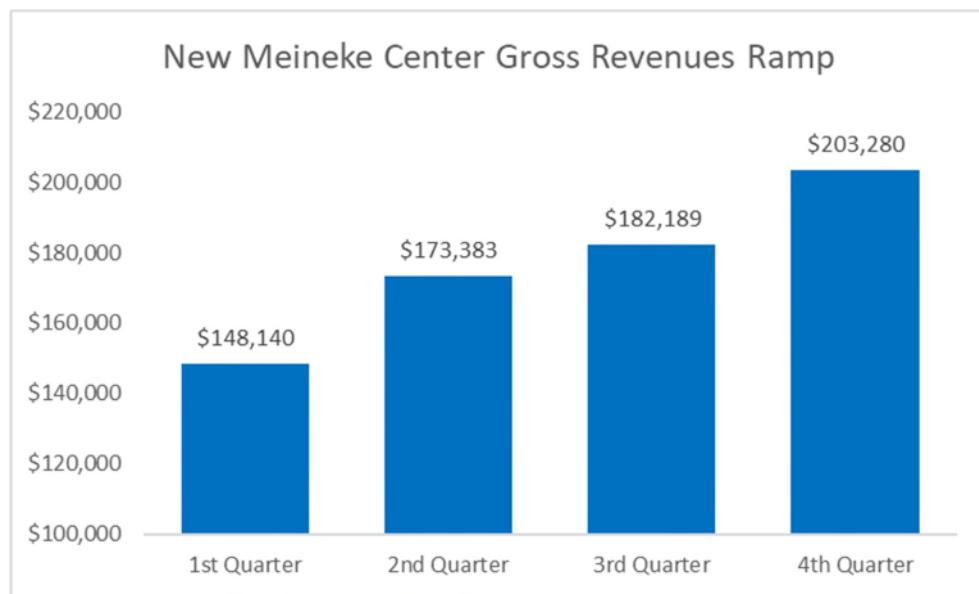
Footnotes to this Financial Performance Representation:

1. “Call Lead Conversion” means the percentage of unique callers matched to a phone number on a processed invoice (matched phone numbers divided by total invoices). We track incoming phone calls to each Meineke Center through a phone database. If a phone number in the phone database matches a phone number listed on an invoice, we associate that invoice with a phone call (as opposed to a walk-in customer).
2. “Call Success %” means the percentage of answered telephone calls that are longer than 15 seconds divided by the total number of calls received during business hours only. Calls are considered “unsuccessful” if they were unanswered, abandoned while on hold, abandoned while transferring to another line, or reached voicemail.
3. “Google Rating” means the average rating from all Google reviews received by the Meineke Centers during the 2024 Fiscal Year. The lowest rating available is “1,” and the highest rating available is “5.”

B. New Meineke Center Gross Revenues Ramp

Part B of this financial performance representation provides information on the historical average and historical median Gross Revenues ramp of a Meineke Center within the first year of

operation. We included in the chart below the first year Gross Revenues ramp for 75 franchised Meineke Centers that opened during the period from December 28, 2019 through December 30, 2023. A total of 109 new Meineke Centers opened during this period. We excluded from this financial performance representation: (i) 14 Meineke Centers that opened during the period that operate with fewer than 5 repair bays; and (ii) 20 Meineke Centers that failed to submit weekly sales reports for their entire first full year of operation. We did not include the results of any Meineke Centers that opened during the 2024 Fiscal Year because they had not operated for 1 full year by December 28, 2024. Since Gross Revenues are reported at the end of each week, each “quarter” in our analysis below consists of 13 weeks (such that all periods have the same number of days (i.e., 91)), and 4 “quarters” equals 52 weeks (or 1 full year). The beginning and ending dates of each “quarter” in this financial performance representation differ for each Meineke Center because each Meineke Center opened for business on a different date. These Meineke Centers operate throughout the United States in both urban and suburban areas, although a significant number of these Meineke Centers are located in South and Southwestern U.S. states.



| Quarter | # of Meineke Centers | Average Gross Revenues | Median | High | Low | # / % Met/Exceeded Average |
|-------------|----------------------|------------------------|-----------|-----------|----------|----------------------------|
| 1st Quarter | 75 | \$148,140 | \$127,086 | \$395,690 | \$40,586 | 31 / 41% |
| 2nd Quarter | 75 | \$173,383 | \$166,492 | \$422,181 | \$49,945 | 34 / 45% |
| 3rd Quarter | 75 | \$182,189 | \$169,987 | \$408,107 | \$45,925 | 35 / 47% |
| 4th Quarter | 75 | \$203,280 | \$182,738 | \$436,833 | \$53,275 | 31 / 41% |

C. Gross Revenues and Cost Analysis

Part C of this financial performance representation includes the average and median Gross Revenues and certain cost and expense information for the 2024 Fiscal Year, as reported by 91 Meineke Centers that met the criteria in Part A of this financial performance representation and

also provided their profit and loss statements to us for the 2024 Fiscal Year. We requested profit and loss statements from all Meineke Center franchisees for the 2024 Fiscal Year; however, only 91 Meineke Centers submitted a full year of Gross Revenues and expense information for the 2024 Fiscal Year, operated with 5 or more repair bays, and had operated for a full 2 years by the end of the 2024 Fiscal Year.

We separated the 91 Meineke Centers into the top performing 50% and bottom performing 50% based on Gross Revenues, similar to Part A of this financial performance representation, for purposes of detailing their cost and expense information. However, the average and median Gross Revenues of the Meineke Centers depicted in the chart below are not entirely representative of the average and median Gross Revenues of the Meineke Centers depicted in Part A of this financial performance representation because there are fewer Meineke Centers in this Part C. For example, all Meineke Centers in the bottom performing 50% in Part A in particular likely have lower 4-Wall EBITDA than the 46 Meineke Centers depicted in the bottom performing 50% in this Part C, given the disparity in average Gross Revenues between Parts A and C of this financial performance representation. The Meineke Centers in this financial performance representation have operated for an average of 17.7 years. The list of costs and expenses below is not all-inclusive. Meineke franchisees will incur additional expenses in the operation of their Meineke Centers that do not appear in this financial performance representation.

| | Top 50% | Bottom 50% | Median for all Meineke Centers | Average for all Meineke Centers | # / % Met/Exceeded Average |
|--------------------------|--------------------|------------------|--------------------------------|---------------------------------|----------------------------|
| Gross Revenues | 45 | 46 | 91 | 91 | |
| | \$1,406,185 | \$673,623 | \$938,764 | \$1,035,879 | 37 / 41% |
| Cost of Goods | \$354,315 | \$151,178 | \$220,718 | \$251,630 | |
| Gross Profit | \$1,051,870 | \$522,445 | \$718,047 | \$784,248 | 36 / 40% |
| Total Labor | \$335,193 | \$152,380 | \$229,434 | \$242,782 | |
| Royalty | \$70,309 | \$33,681 | \$46,938 | \$51,794 | |
| Advertising | \$80,856 | \$38,733 | \$53,979 | \$59,563 | |
| Occupancy | \$118,142 | \$92,189 | \$102,163 | \$105,022 | |
| Other OpEx | \$150,546 | \$78,129 | \$103,939 | \$113,940 | |
| Total 4-Wall OpEx | \$755,045 | \$395,112 | \$536,453 | \$573,101 | 35 / 38% |
| 4-Wall EBITDA | \$296,824 | \$127,333 | \$181,594 | \$211,147 | 40 / 44% |
| 4-Wall EBITDA % | 21.1% | 18.9% | 19.3% | 20.4% | |

| | Top 50% | Bottom 50% |
|-------------------------------------------|----------------|-------------------|
| Lowest Gross Revenues | \$945,253 | \$251,674 |
| Highest Gross Revenues | \$3,165,364 | \$938,764 |
| Median Gross Revenues | \$1,214,292 | \$689,783 |
| # / % Met/Exceeded Average Gross Revenues | 13 / 29% | 25 / 54% |

Footnotes to this Financial Performance Representation:

1. “Cost of Goods” is the purchase cost for batteries, dealer parts, local parts, miscellaneous parts, oil and bulk fluid, supplies, tires, sublet materials, and merchant fees, less rebates received on such goods.
2. “Total Labor” includes direct labor (technician wages, bonus, and overtime, and subcontractor labor) and indirect labor (manager wages and incentive compensation, hourly wages and bonuses, vacation/holiday expense, payroll taxes, and employee benefits) associated with staffing each Meineke Center and attempts to exclude any owner draw or distribution as further discussed in this footnote. We reviewed the franchisee source data for “Total Labor” and determined there was inconsistent treatment of owner payroll, as some Meineke Centers recorded owner payroll as a separate line item, whereas other Meineke Centers included owner payroll within operating payroll. Accordingly, 20 of the 91 Meineke Centers within the source data reported owner payroll separate from operating payroll in excess of \$50,000. Owner payroll for these 20 Meineke Centers averaged 10.7% of Gross Revenues. In order to account for owner payroll of the 71 Meineke Centers that did not separately identify owner payroll or did so for an amount less than \$50,000, we recorded an adjustment to increase owner payroll to 10.7% of Gross Revenues for all Meineke Centers and subtracted this adjustment from operating payroll. This adjustment equals approximately \$98,587 of operating payroll removed from the above income statement for the top performing 50% and \$46,948 removed from the bottom performing 50%.
3. “Royalty” is the total Royalty fees paid by franchisees under the Franchise Agreement. To present a more equalized summary of costs and expenses, we adjusted the Royalty to 5% of Gross Revenues for all Meineke Centers in this financial performance representation (the overall rate taking into account the different royalty rate assessed for each type of service). All multi-unit developers who sign an Area Development Agreement with Meineke to open more than one Meineke Center will pay reduced Royalty Fees during the initial years of operation of each new Meineke Center they open.
4. “Advertising” is the total MAF contributions paid by franchisees under the Franchise Agreement. Although franchisees signing our Franchise Agreement agree to pay 8% of Gross Revenues to the MAF, all franchisees included in this financial performance representation – and generally in the Meineke franchise system – pay a lower MAF contribution under the Advertising Addenda to Franchise and Trademark Agreement, the fleet programs and other advertising incentives. Accordingly, we adjusted the Advertising to match the rate payable under the Advertising Addenda to Franchise and Trademark Agreement and the fleet programs (i.e., 5.75% of Gross Revenues) for all Meineke Centers in this financial performance representation.
5. “Occupancy” costs include leases, rent, common area maintenance, and property taxes, as well as expenses for telephone, Internet, cable, gas, electricity, water, sewer, trash removal, and security.
6. “Other OpEx” includes the following: costs a Meineke Center chooses to incur for additional advertising beyond the advertising expenses required under the Franchise Agreement; office supplies; automobile; bad debt expense; bank fees and service charges; donations a Meineke Center may choose to make to charitable organizations; dues and subscriptions (like technical tools and ALLDATA or

Mitchell on demand, magazine subscriptions, business association dues (e.g., Chamber of Commerce and BBB), and additional software fees for, among other things, QuickBooks); equipment leases; general liability insurance; licenses and permits; merchant fees; repair and maintenance (including repairs related to equipment and facilities); training fees; costs related to laundry and uniforms, small tools, hazardous waste, resolving warranty and customer complaints, and cash over/short; and software license fees payable to operate the Meineke Center's point of sale system.

7. “4-Wall EBITDA” are the amounts that remain when all expenses listed in the chart are subtracted from Gross Revenues.

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The sales and expense information vary for Meineke Centers depending on factors like the number of repair bays and the density of vehicle ownership.

Our management prepared this financial performance representation based on Gross Revenues and cost and expense information reported by our franchisees. This financial performance representation was prepared without an audit. Prospective franchisees or sellers of franchises should be advised that no certified public accountant has audited these figures or expressed his/her opinion with regard to their contents or form. Written substantiation of the data used in preparing the charts above will be made available to you on reasonable request.

Some Meineke Centers have earned this amount. Your individual results may differ. There is no assurance that you'll 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 such representations either orally or in writing. If you are purchasing an existing Meineke Center, however, we may provide you with the actual records of that Meineke Center. 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 Scott O'Melia, 440 South Church Street, Suite 700, Charlotte, North Carolina 28202, (704) 377-8855, the Federal Trade Commission, and the appropriate state regulatory agencies.

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Item 20

OUTLETS AND FRANCHISEE INFORMATION

All figures in the following tables are as of our fiscal year ends of December 28, 2024, December 30, 2023, and December 31, 2022.

Meineke Centers

Table No. 1

Systemwide Outlet Summary Meineke Centers For years 2022 to 2024

| Column 1 Outlet Type | Column 2 Year | Column 3 Outlets at the Start of the Year | Column 4 Outlets at the End of the Year | Column 5 Net Change |
|-------------------------|------------------|-------------------------------------------------|-----------------------------------------------|------------------------|
| Franchised | 2022 | 706 | 705 | -1 |
| | 2023 | 705 | 702 | -3 |
| | 2024 | 702 | 716 | +14 |
| Company-Owned | 2022 | 0 | 0 | 0 |
| | 2023 | 0 | 0 | 0 |
| | 2024 | 0 | 0 | 0 |
| Total Outlets | 2022 | 706 | 705 | -1 |
| | 2023 | 705 | 702 | -3 |
| | 2024 | 702 | 716 | +14 |

Table No. 2

Transfers of Outlets from Franchisees to New Owners (other than the Franchisor) Meineke Centers For years 2022 to 2024

| Column 1 State | Column 2 Year | Column 3 Number of Transfers |
|-------------------|------------------|---------------------------------|
| Alabama | 2022 | 2 |
| | 2023 | 2 |
| | 2024 | 4 |
| Arizona | 2022 | 1 |
| | 2023 | 1 |
| | 2024 | 0 |